



County of Huron
COUNCIL DAY 2

Wednesday, December 16, 2020 at 9:00 AM

VIRTUAL MEETING

This meeting is taking place virtually. Please click or copy the link below to join the webinar: <https://zoom.us/j/331429936> Password 145566

1. Warden McNeil to call the meeting to order:

2. Approval of Agenda:

RECOMMENDED MOTION:

THAT:

The Council Day 2 agenda for December 16, 2020 be approved as presented.

3. Declaration of Pecuniary Interest and the General Nature Thereof:

4. Minutes of Previous Meeting:

View Minutes

RECOMMENDED MOTION:

THAT:

The minutes of the Council Day 2 meeting of November 25, 2020 and the Inaugural Council meeting of December 2, 2020 be adopted as circulated.

5. Delegations/Petitions/Presentations:

5.1. Growth Planning Best Practices Guide (presented by Lisa Courtney, Bruce Potter, Dale Erb from BM Ross and Associates)

Lisa Courtney, Bruce Potter and Dale Erb from BM Ross and Associates will present the Growth Planning Best Practices Guide. The decision requested by staff is that County Council approve the Growth Planning Best Practices Guide and distribute to the local municipalities to be used as a resource of concepts and best practices related to planning for growth.

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron approves the Growth Planning Best Practices Guide dated November 25, 2020;

AND FURTHER THAT:

The Guide be circulated to the local municipalities for information.

5.2. Rural Response to COVID-19 Residents' Survey (presented by Leith Deacon)

Leith Deacon, Assistant Professor, University of Guelph School of Environmental Design and Rural Development will present the findings of the Rural Response to COVID-19 Residents' Survey.

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the presentation by Leith Deacon, Assistant Professor, University of Guelph School of Environment Design and Rural Development on the Rural Response to COVID-19 Residents' Survey, as presented for information.

6. Councillor's Issues:

7. Consent Agenda - Items 7.1 through 7.8

Items listed under the Consent Agenda are considered routine and may require discussion but no action on the part of Council. Consent Agenda items are received in one motion. Council members may request that one or more items be removed for further action.

7.1. Delegated Consents Under The Planning Act (presented by Lisa Finch)

The authority to grant undisputed consents is delegated to the Director of Planning under By-law No. 2018-071. The report lists the applications which received provisional consent approval since the last report. County Council is notified for information and appeal purposes only.

RECOMMENDED MOTION

THAT:

The recommendation of Lisa Finch, Land Division Administrator, that no objections be lodged further to the Delegated Consents submitted with the report of December 16, 2020, be approved.

7.2. Zoning By-law Report (presented by Sandra Weber)

Zoning By-laws and amendments are circulated to the County from local municipalities. These by-laws are reviewed for conformity with the County Official Plan and with the local Official Plan. The By-laws are listed in the report.

RECOMMENDED MOTION:

THAT:

The recommendation of Sandra Weber, Director of Planning and Development, that no objections be lodged to the Zoning By-laws submitted with the report of December 16, 2020, be approved.

7.3. Notices of Intent under the Forest Conservation By-law (presented by Dave Pullen)

RECOMMENDED MOTION: Receive for information.

7.4. Emergency Services Monthly Update (presented by Jeff Horseman)

RECOMMENDED MOTION: Receive for information.

7.5. Financial Statements (presented by Lisa Harvey)

The financial statements for the month ending October 31, 2020 will be reviewed.

Department	Revenue YTD Actual	YTD Budget	Expenditures YTD Actual	YTD Budget	County Contribution YTD Actual	YTD Budget
Huron County Consol.	\$82,468,696	\$83,476,740	\$73,837,898	\$81,026,259	(\$8,630,798)	(\$2,450,481)
Council	\$0	\$0	\$311,790	\$497,100	\$311,790	\$497,100
Corporate	\$39,817,199	\$40,635,580	\$4,701,702	\$5,260,630	(\$35,115,497)	(\$35,374,950)
IT and GIS	\$199,999	\$218,330	\$1,810,709	\$2,084,202	\$1,610,710	\$1,865,872
Planning	\$301,765	\$298,320	\$1,918,382	\$2,102,439	\$1,616,617	\$1,804,119
Museum / Gaol	\$153,223	\$187,875	\$1,079,547	\$1,382,885	\$926,324	\$1,195,010
Huron Heritage	\$0	\$0	(\$91)	\$20,830	(\$91)	\$20,830
Libraries	\$149,048	\$181,405	\$2,375,531	\$2,887,541	\$2,226,483	\$2,706,136
EcDev Board	\$0	\$0	\$5,933	\$60,830	\$5,933	\$60,830
Economic Development	\$187,515	\$299,870	\$957,269	\$1,284,238	\$769,754	\$984,368
Buildings	\$1,393,043	\$1,300,910	\$1,823,481	\$1,947,650	\$430,438	\$646,740
Emergency Services	\$5,311,147	\$5,464,340	\$10,551,449	\$11,051,356	\$5,240,302	\$5,587,016
Public Works	\$8,787,807	\$8,285,590	\$15,551,734	\$17,757,823	\$6,763,927	\$9,472,233
Homes	\$13,109,206	\$12,604,110	\$15,600,847	\$15,703,303	\$2,491,641	\$3,099,193
Social Services	\$13,058,211	\$14,000,410	\$15,846,793	\$17,835,272	\$2,788,582	\$3,834,862
Social Housing	\$3,719,658	\$3,856,820	\$5,562,779	\$6,365,879	\$1,843,121	\$2,509,059

RECOMMENDED MOTION:

THAT:

The financial statements for the month ending October 31, 2020 be received.

7.6. Social and Property Services Update (presented by Barbara Hall)

RECOMMENDED MOTION: Receive for information.

7.7. Public Works Update December 2020 (presented by Steve Lund)

RECOMMENDED MOTION: Receive for information.

7.8. Homes for the Aged Monthly Update (presented by Connie Townsend)

RECOMMENDED MOTION: Receive for information.

RECOMMENDED MOTION:

THAT:

Items 7.1 through 7.8 be approved with the actions as noted.

8. Social and Property Services:

8.1. Rapid Housing Initiative (presented by Barbara Hall)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Rapid Housing Initiative as presented for information;

AND FURTHER THAT:

The Council of the County of Huron authorizes the submission of the application to the Federal government for Rapid Housing Initiative funding;

AND FURTHER THAT:

The architectural firm of Allan Avis Architects Inc. be authorized as the vendor to sole source the design development, construction documents, bidding and construction phase services;

AND FURTHER THAT:

A By-law be prepared authorizing the Warden and Clerk to fully execute:

- 1) the application and other documents for the Rapid Housing Initiative;
- 2) the contract and all other documents for Allan Avis Architects Inc. as sole source vendor;
- 3) the Contribution Agreement with the federal government and all other documents pertaining to the federal government regarding the Rapid Housing Initiative.

AND FURTHER THAT:

This decision be ratified and effective December 16, 2020.

8.2. Supportive Housing Build (presented by Barbara Hall)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Supportive Housing Build, as presented for information.

8.3. Disaster Response Agreement with the Canadian Red Cross Society - Extension (presented by Barbara Hall)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Disaster Response Agreement with the Canadian Red Cross Society - Extension as presented for information;

AND FURTHER THAT:

A by-law be prepared authorizing the Warden and Clerk to execute the Disaster Response Agreement - Extension with the Canadian Red Cross Society and any other required documents.

9. Homes for the Aged:

10. Emergency Services:

10.1. Brussels Paramedic Post Report (presented by Jeff Horseman)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Jeff Horseman, Chief Emergency Services, dated December 16, 2020, titled Brussels Paramedic Post Report, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron recommends staffing option #1 maintaining Brussels;

AND FURTHER THAT:

The Council of the County of Huron directs staff to formally investigate building option #1 and option #2 with the Municipality of Huron East and provide a further report to Huron County Council for further consideration.

10.2. Mobile Workforce Strategy Phase 1 Update (presented by Jeff Horseman)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Jeff Horseman, Chief, Emergency Services, dated December 16, 2020, titled Mobile Workforce Strategy Phase 1 Update, as presented for information.

11. Public Works:

12. Economic Development:

12.1. Economic Development November 2020 Update (presented by Cody Joudry)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Reanne Clark, Office Administrator, dated December 16, 2020, titled Economic Development November 2020 Update, as presented for information.

12.2. Huron County Immigration Partnership Anti-racism Initiatives (presented by Kristin Crane)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report from Kristin Crane, Immigration Partnership Coordinator, dated December 16, 2020, titled Huron County Immigration Partnership Anti-racism Initiatives, as presented for information.

13. Administration, Policies and Other Issues:

13.1. Social Research and Planning Council - Funding Request (presented by Michael Blumhagen)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated December 16, 2020, titled Social Research and Planning Council - Funding Request, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron **approve/not approve** Social Research and Planning Council's funding request of \$30,000.

13.2. General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022 (presented by Michael Blumhagen)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated December 16, 2020 titled General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the recommendation to proceed with Frank Cowan Company for the General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022 at the submitted price of \$851,689;

AND FURTHER THAT:

A by-law be drafted delegating the authority to the Treasurer and Director of Corporate Services to execute the required documentation for the January 1, 2021 to January 1, 2022 insurance program.

13.3. Electronic Council Meetings 2021 (presented by Susan Cronin)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Susan Cronin, County Clerk, dated December 16, 2020, titled Electronic Council Meetings 2021, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron supports conducting meetings electronically for the 2021 meeting schedule of all Council, Boards and Committees until an approved motion of Council amends this decision.

13.4. Update# 2 to User Fees and Service Charges (presented by Susan Cronin)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron approves the report by Susan Cronin, County Clerk, dated December 16, 2020, titled Update # 2 to User Fees and Service Charges;

AND FURTHER THAT:

The proposed amendments be included in the by-law for the December 16, 2020 regular meeting of County Council Day 2.

13.5. Strategic Priorities Chart - December 2020 (presented by Meighan Wark)

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by CAO, Meighan Wark, dated December 16, 2020, titled Strategic Priorities - December 2020, as presented for information.

14. Correspondence:

[View Correspondence](#)

14.1 Town of Mono open letter to the Honourable Sylvia Jones, MPP for Dufferin-Caledon and a resolution re: Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020, specifically addressing Schedule 6 of the Bill, Conservation Authorities Act.

14.2 Avon Maitland School Board (AMSB) - Board Meeting Highlights, November 24, 2020.

14.3 Municipality of Grey Highlands resolution re: Bill 229, Protect, Support and Recover from COVID 19 Act, Schedule 6, Conservation Authorities Act.

14.4 Town of Shelburne resolution re: Bill 229 and the Conservation Authorities.

14.5 The Maitland Blaze (Newsletter of the Maitland Trail Association) - Winter 2020-2021.

14.6 City of Quinte West resolution re: Bill 229 - Protect, Support, and Recover from COVID-19 (Budget Measures), 2020.

14.7 Holiday Giving Options for Council and staff to consider.

14.8 Drinking Water Source Protection Committee meeting minutes - July 24, 2020.

14.9 Drinking Water Source Protection Committee meeting minutes - October 25, 2019.

14.10 Drinking Water Source Protection Committee meeting minutes - March 27, 2020.

14.11 Message from the Ministry of Municipal Affairs and Housing "Communication from General (retired) Rick Hillier on Vaccines"

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron accepts correspondence not specifically dealt with, for information.

15. New/Unfinished Business:

In the interest of being accountable and transparent, where a member of Council or staff would like to present an item of business in this section, it is recommended that they contact the Chief Administrative Officer in advance so that the item can be placed on the published agenda.

16. Notice of Motion:

17. By-laws:

View By-laws

By-law No. 2020-074, being a By-law of the Corporation of the County of Huron to establish User Fees and Service Charges.

By-law No. 2020-075, being a By-law of the Corporation of the County of Huron to delegate the authority to the Warden and Clerk to execute documents for the Rapid Housing Initiative Project.

By-law No. 2020-076, being a By-law of the Corporation of the County of Huron to authorize the execution of an extension contribution agreement with The Canadian Red Cross Society.

By-law No. 2020-077, being a By-law of the Corporation of the County of Huron to authorize an agreement with the Municipality of Huron East.

By-law No. 2020-078, being a By-law of the Corporation of the County of Huron to delegate the authority to enter into an agreement with Frank Cowan Company for General Insurance and Risk Management.

RECOMMENDED MOTION:

THAT:

Leave be given to introduce the following By-Laws:

By-law No. 2020-074, being a By-law of the Corporation of the County of Huron to establish User Fees and Service Charges;

By-law No. 2020-075, being a By-law of the Corporation of the County of Huron to delegate the authority to the Warden and Clerk to execute documents for the Rapid Housing Initiative Project;

By-law No. 2020-076, being a By-law of the Corporation of the County of Huron to authorize the execution of an extension contribution agreement with The Canadian Red Cross Society;

By-law No. 2020-077, being a By-law of the Corporation of the County of Huron to authorize an agreement with the Municipality of Huron East;

By-law No. 2020-078, being a By-law of the Corporation of the County of Huron to delegate the authority to enter into an agreement with Frank Cowan Company for General Insurance and Risk Management.

RECOMMENDED MOTION:

THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, be given a first and second reading;

AND FURTHER THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, as read a first and second time, be passed.

RECOMMENDED MOTION:

THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077 and 2020-078, be given a third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, as read a third time, be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

18. Closed to the Public Session:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron do now go into a Closed to the Public Session at _____ under Section 239 of the Municipal Act, 2001 as amended, to discuss an item that relates to:

1. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - Planning and Development AG4 designation;
2. A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - SWIFT Project;
3. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board - Housing Services-Arrears;

AND FURTHER THAT:

CAO Meighan Wark (Items 1, 2 & 3), Clerk Susan Cronin (Items 1, 2 & 3), Treasurer and Director of Corporate Services Michael Blumhagen (Items 1, 2 & 3), Director of Planning and Development Sandra Weber (Item 1), Donnelly Murphy Law Solicitor Greg Stewart (Items 1 & 2), Director of Economic Development Cody Joudry (Item 2), Director of Social and Property Services Barbara Hall (Item 3) and Housing Service Manager Christine Hoffman, remain in attendance.

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron rise from the Closed to the Public Session at

- Reporting Out

19. Arrangement of Committee/Board Meetings:

Council Day 1 - Wednesday, January 6, 2021 at 9:00 AM - Virtual Meeting.

Huron County Library Board - Wednesday, January 13, 2021 at 9:00 AM - Virtual Meeting.

Huron County Economic Development Board - Wednesday, January 13, 2021 at 5:00 PM - Virtual Meeting.

Huron County Accessibility Advisory Committee - Monday, January 18, 2021 at 10:00 AM - Virtual Meeting.

Council Day 2 - Wednesday, January 20, 2021 at 9:00 AM - Virtual Meeting.

20. Confirmatory By-law:

By-law No. 2020-079

RECOMMENDED MOTION:

THAT:

By-Law No. 2020-079, being a By-law of the Corporation of the County of Huron to confirm the proceedings of the Council of the Corporation of the County of Huron, be introduced, be given a first, second and third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-079, as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

21. Adjournment:

RECOMMENDED MOTION:

THAT:

The Council of the Corporation of the County of Huron do hereby adjourn at _____ to meet again on Wednesday, January 6, 2021 at 9:00 AM or at the call of the Warden and the Clerk.

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Clerk's Office
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The minutes of the Council Day 2 meeting of November 25, 2020 and the Inaugural Council meeting of December 2, 2020 be adopted as circulated.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
▣ November 25, 2020 Minutes	Minutes	12/9/2020	2020-11-25_Council_Day_2_Minutes.pdf
▣ December 2, 2020 Inaugural Minutes	Minutes	12/10/2020	2020-12-02_Inaugural.pdf

**MINUTES
COUNCIL OF THE COUNTY OF HURON**

Virtual
November 25, 2020

The Council of the County of Huron met virtually on Wednesday, November 25, 2020. All members of Council were present. Councillor Bailey joined at 9:04 AM.

1. Warden Jim Ginn called the meeting to order at 9:01 AM.

2. Approval of Agenda:

Moved by: Councillor Finch and Seconded by: Councillor Harding

THAT:

The Council Day 2 agenda for November 25, 2020 be approved as presented.

CARRIED

3. Declaration of Pecuniary Interest:

There were no declarations stated.

4. Minutes of the Previous Meeting:

Moved by: Councillor McNeil and Seconded by: Councillor Dietrich

THAT:

The minutes of Council Day 1 meeting of November 4, 2020 be adopted as circulated.

CARRIED

5. Delegations/Petitions/Presentations: None.

6. Councillor's Issues:

Moved by: Councillor Finch and Seconded by: Councillor Watt

THAT:

The Council of the County of Huron send correspondence to the provincial government requesting that local Public Health units be given the flexibility to determine the COVID-19 colour code category for their region.

DEFEATED

Moved by: Councillor Bailey and Seconded by: Councillor Watt

THAT:

The Council of the County of Huron direct staff to prepare a report on the utilization of Huron County Economic Development funds to the Township of North Huron for the purpose of economic development staff person.

DEFEATED

Councillor MacLellan expressed concern regarding Illicit Cannabis Operations (Item 14.9 Correspondence from Norfolk County). Warden Ginn indicated that this issue will be discussed at an upcoming Association of Municipalities of Ontario (AMO) meeting and that he will forward any information to Councillors. CAO Wark stated that discussion has occurred at the Western Ontario Wardens' Caucus (WOWC) and that WOWC could take on an increasing advocacy position.

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Councillor McNeil congratulated Warden Ginn on his Homes for the Aged/Huronview Demonstration Farm presentation at the 2020 Virtual Municipal Agriculture, Economic Development and Planning Forum.

7. Consent Agenda – Items 7.1 through 7.8:

Moved by: Councillor Watt and Seconded by: Councillor Murdock

THAT:

Items 7.1 through 7.8 be approved with the actions as noted.

CARRIED

8. Social and Property Services:

8.1. Out of the Cold - Heart to Home (presented by Erin Schooley)

Moved by: Councillor Grace and Seconded by: Councillor Fergusson

THAT:

The Council of the County of Huron receives the report by Erin Schooley, Homelessness Program Supervisor, dated November 25, 2020, titled Out of the Cold - Heart to Home, as presented for information.

CARRIED

8.2. 2020 Bad Debt Write-Off (presented by Christine Hoffman)

Moved by: Councillor Jewitt and Seconded by: Councillor Fisher

THAT:

The Council of the County of Huron approves the report by Christine Hoffman, Housing Services Manager, dated November 25, 2020, titled 2020 Bad Debt Write-Off as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the recommendation that the presented bad debts incurred by former tenants of the Huron County Housing Corporation be written off for the period of July 1, 2019 to June 30, 2020.

CARRIED

8.3 Residential Rent Freeze for 2021 (presented by Christine Hoffman)

Moved by: Councillor Finch and Seconded by: Councillor Fisher

THAT:

The Council of the County of Huron receives the report by Christine Hoffman, Manager, Housing Services, dated November 25, 2020, titled Residential Rent Freeze for 2021, as presented for information.

CARRIED

9. Homes for the Aged:

9.1. 2020 CARF Accreditation Award – Homes for the Aged (presented by Connie Townsend)

Moved by: Councillor Heffer and Seconded by: Councillor Dietrich

THAT:

The Council of the County of Huron receives the report by Connie Townsend, Director of Homes for the Aged, dated November 25, 2020, titled 2020 CARF Accreditation Award-Homes for the Aged, as presented for information.

CARRIED

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- 9.2. Request for Sole Sourcing for Purchase of Resident Ceiling Lifts-Homes for the Aged (presented by Connie Townsend)

Moved by: Councillor Finch and Seconded by: Councillor Grace

THAT:

The Council of the County of Huron receives the report by Connie Townsend, Director of Homes for the Aged and Angela Steadman, Administrator-Huronlea, dated November 25, 2020, titled 2020 Annual Report-Homes for the Aged, as presented for information.

CARRIED

10. Emergency Services:

- 10.1. Brussels Post Temporary Lease Agreement (presented by Jeff Horseman)

Emergency Medical Services Chief Jeff Horseman indicated that there was a typographical error in the agreement for the Brussels Post Temporary Lease Agreement – “Retroactive to October 2020” should read “October 1, 2021”.

Moved by: Councillor Klopp and Seconded by: Councillor MacLellan

THAT:

The Council of the County of Huron receives the report by Jeff Horseman, Chief Emergency Services, dated November 25, 2020, titled Brussels Paramedic Post Temporary Lease Agreement, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron agrees a temporary lease agreement proposed between the County of Huron and the Municipality of Huron East;

AND FURTHER THAT:

A by-law be drafted authorizing the Warden and Clerk to execute the lease agreement.

CARRIED

11. Public Works:

- 11.1. Traffic Calming (presented by Mike Hausser)

Moved by: Councillor Heffer and Seconded by: Councillor Bailey

THAT:

The Council of the County of Huron receives the report by Mike Hausser, Manager of Public Works, dated November 25, 2020, titled Traffic Calming Initiatives, as presented for information.

CARRIED

12. Economic Development:

- 12.1. Economic Development Update - October 2020 (presented by Cody Joudry)

A staff report will be presented summarizing the 2020 Virtual Municipal Agriculture, Economic Development and Planning Forum. Warden Ginn congratulated the Economic Development staff on a job well done.

Moved by: Councillor MacLellan and Seconded by: Councillor McNeil

THAT:

The Council of the County of Huron receives the report by Reanne Clark, Office Administrator, dated November 25, 2020, titled Economic Development Department October 2020 Update, as presented for information.

CARRIED

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12.2. Market Housing Initiatives - Status Update (presented by Alexander Ripley)

Moved by: Councillor Fisher and Seconded by: Councillor Grace

THAT:

The Council of the County of Huron receives the report by Alexander Ripley, Economic Development Officer, dated November 25, 2020, titled Market Housing Initiatives - Status Update, as presented for information.

CARRIED

12.3. A Fragile Recovery: Checking in on the Six Objectives (presented by Alexander Ripley)

Moved by: Councillor Dietrich and Seconded by: Councillor Murdock

THAT:

The Council of the County of Huron receives the report by Alexander Ripley, Economic Development Officer, dated November 25, 2020, titled A Fragile Recovery: Checking in on the Six Objectives, as presented for information.

CARRIED

12.4. Economic Development Board Member Terms (presented by Cody Joudry)

Moved by: Councillor McNeil and Seconded by: Councillor Finch

THAT:

The Council of the County of Huron receives the report by Cody Joudry, Director of Economic Development, dated November 25, 2020, titled Economic Development Board Member Terms, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the recommendation of the Huron County Economic Development Board to extend the terms of all non-elected official Board members by two years excluding Member Vanderloo;

AND FURTHER THAT:

These extended terms be added to the Striking Committee Appointment by-law on December 2, 2020.

CARRIED

13. Administration, Policies and Other Issues:

13.1. COVID-19 Financial Impact – Update (presented by Michael Blumhagen)

Moved by: Councillor Fergusson and Seconded by: Councillor Jewitt

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated November 25, 2020, titled COVID-19 Financial Impact – Update, as presented for information.

CARRIED

13.2. Capital and Operating Projects – Deferral to 2021 (presented by Michael Blumhagen)

Moved by: Councillor Jewitt and Seconded by: Councillor Finch

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated November 25, 2020, titled Capital and Operating Projects – Deferral to 2021, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the carryforward of the 2020 projects listed in Appendix A into the 2021 budget;

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AND FURTHER THAT:

The Council of the County of Huron approves transferring the 2020 Homes for the Aged surplus to the Homes for the Aged Reserve up to a maximum of \$201,480.

CARRIED

13.3. 2021 Ontario Municipal Partnership Fund Allocations (presented by Michael Blumhagen)

Moved by: Councillor Klopp and Seconded by: Councillor Fergusson

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated November 25, 2020, titled 2021 Ontario Municipal Partnership Fund Allocations, as presented for information.

CARRIED

13.4. September 2020 Year-to-Date Financial Reporting (presented by Michael Blumhagen)

Moved by: Councillor Dietrich and Seconded by: Councillor Jewitt

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated November 25, 2020, titled September 2020 Year-to-Date Financial Reporting, as presented for information.

CARRIED

13.5. 2021 Annual Accessibility Plan and 2021 Multi Year Plan Update (presented by Carol Leeming)

Moved by: Councillor Fisher and Seconded by: Councillor Finch

THAT:

The Council of the County of Huron receives the report by Carol Leeming, Accessibility Coordinator dated November 25, 2020, titled 2021 Annual Accessibility Plan and 2021 Multi Year Accessibility Plan Update, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the 2021 Annual Accessibility Plan and 2021 Multi Year Plan Update for the County of Huron as required under the AODA;

AND FURTHER THAT:

A copy be posted on the Huron County website as directed in the Integrated Accessibility Standard under the AODA and forwarded to all municipalities in Huron County.

CARRIED

13.6. Updates to User Fees and Service Charges (presented by Susan Cronin)

Moved by: Councillor Finch and Seconded by: Councillor MacLellan

THAT:

The Council of the County of Huron approves the report by Susan Cronin, County Clerk, dated November 25, 2020, titled Updates to User Fees and Service Charges;

AND FURTHER THAT:

A by-law be prepared with the proposed amendments for the December 16, 2020 regular meeting of County Council Day 2.

CARRIED

14. Correspondence:

Moved by: Councillor Harding and Seconded by: Councillor McNeil

THAT:

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The Council of the County of Huron supports the Township of Howick resolution (Item 14.17) regarding Amendments to the Tile Drain Loan Program.

CARRIED

Moved by: Councillor McNeil and Seconded by: Councillor Dietrich

THAT:

The Council of the County of Huron supports the Huron Domestic Assault Review Team (Item 14.2) request to participate in recognizing the National Day of Remembrance and Action on Violence Against Women, December 6, 2020.

CARRIED

Moved by: Councillor MacLellan and Seconded by: Councillor Grace

THAT:

The Council of the County of Huron supports the County of Norfolk resolution (Item 14.9) regarding Illicit Cannabis Operations.

CARRIED

Moved by: Councillor Watt and Seconded by: Councillor Murdock

THAT:

The Council of the County of Huron accepts correspondence not specifically dealt with, for information.

CARRIED

15. New/Unfinished Business:

In the interest of being accountable and transparent, where a member of Council or staff would like to present an item of business in this section, it is recommended that they contact the Chief Administrative Officer in advance so that the item can be placed on the published agenda.

CAO Wark thanked Warden Ginn for his strong leadership over the past four years.

Council recessed at 10:28 AM and resumed at 10:35 AM.

15.1. Homelessness Task Force Request for Support (presented by Meighan Wark)

Moved by: Councillor Finch and Seconded by: Councillor Bailey

THAT:

The Council of the County of Huron endorse the following motion:

Whereas the County of Huron has established a Huron County Homelessness Task Force to address the rapidly increasing issue of homelessness in the County.

That the County of Huron, due to the substantial increase in chronic homelessness not only in Huron County but across Ontario and Canada, requests the Province of Ontario and the Government of Canada to identify Homelessness a "Provincial" and "National Crisis" across the Province of Ontario and Canada.

AND FURTHER THAT the Province of Ontario and Government of Canada acknowledge that lack of resources to support addiction and mental health programs to be a leading cause of homelessness.

AND FURTHER THAT the County of Huron requests the Province of Ontario and Government of Canada to provide further financial support for housing and homelessness programs as well as increase funding to mental health and addiction services.

CARRIED

15.2. Councillor Request - Plan of Subdivision Public Meeting, Municipality of Bluewater (presented by Sandra Weber)

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A member of Council is required to attend a joint public meeting of the County of Huron and the Municipality of Bluewater for a Plan of Subdivision application. The subject lands currently contain a plan of subdivision registered in 1996. The purpose of this application is to create a new plan of subdivision with 10 lots and 7 blocks. The application proposes ten single detached units, three multiple attached dwellings with three units each and one multiple attached dwelling with four units for a total of 23 dwelling units, in addition to a block for a commercial winery. The public meeting for this application is scheduled for Monday, January 18th, 2021 at 6:30 PM. At this point, the meeting is proposed to be a virtual meeting but may be subject to change as per public health protocols; the date may change subject to local Council approving the draft 2021 meeting schedule.

Moved by: Councillor Klopp Seconded by: Councillor McNeil

THAT:

Councillor Ginn be appointed to represent County Council at the public meeting for Plan of Subdivision File 40T20004, Municipality of Bluewater.

CARRIED

15.3. Councillor Request - Plan of Subdivision Public Meeting, Town of Goderich (presented by Sandra Weber)

A member of Council is required to attend a joint public meeting of the County of Huron and the Town of Goderich for a Plan of Subdivision application. The application proposes five single detached units and six semi detached units on a total of eight infill lots. The public meeting for this application is scheduled for Monday, January 11th, 2021 at 4:30 pm. At this point, the meeting is proposed to be a virtual meeting but may be subject to change as per public health protocols; the date may change subject to local Council approving the draft 2021 meeting schedule.

Moved by: Councillor Fisher and Seconded by: Councillor McNeil

THAT:

Councillor MacLellan be appointed to represent County Council at the public meeting for Plan of Subdivision File 40T20005, Town of Goderich.

CARRIED

15.4. Extension of Draft Plan Approval – Plan of Subdivision File 40T1200001 Applicant: Jose Maria Fernando Medina (Jeff Medina) Lots 5 & 6, Concession 1, Wingham Ward, Township of North Huron (presented by Monica Walker-Bolton)

The applicant has requested a 1 year extension to Draft Plan of Subdivision approval. The approved draft plan is proposed in three Phases: Phase 1 includes approximately 250 units of residential development with low and medium densities; Phase 2 and 3 include lots and blocks of land for a potential of approximately 214 residential units. The Plan of Subdivision was given draft approval with conditions by the County of Huron on July 2, 2014. In 2017, A2A Development Inc. requested an extension of draft approval, which was granted by the County for a 2-year extension with the addition of a condition that Phase 1 of the subdivision be registered within the extension period. In June of 2019 a further extension was granted for a six month period. In January of 2020 a further extension of 1 year was granted. As this is a new applicant representing the 600+ owners since the last extension, he is requesting a further extension of the draft plan approval, which lapses January 2, 2021. The effect of extending draft plan approval would be to provide additional time for the applicant to satisfy all conditions, before the subsequent lapse date.

The Township of North Huron and the Planning Department recommend a 6 month extension to draft plan approval until July 2, 2021.

Moved by: Councillor Bailey and Seconded by: Councillor Watt

THAT:

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The Council of the County of Huron approves the recommendation of Monica Walker-Bolton, Planner, to extend draft plan approval of Plan of Subdivision File 40T1200001 for a period of 6 months until July 2, 2021;

AND FURTHER THAT:

The condition requiring Phase 1 of the Draft Plan to be registered by January 2, 2020 be extended for a period of 6 months until July 2, 2021, as a minor change to the condition;

AND FURTHER THAT:

The following condition be considered a minor change and added as a condition to the Draft Plan approval: Securities outlined in a subdivision agreement with the Township of North Huron be paid to the satisfaction of the Township of North Huron.

CARRIED

CAO Wark stated that due to COVID-19, we were unable to do the Council/Staff gift exchange/donation program that is usually in December. As an alternative, staff will be sending a list of options that Council/staff may consider in lieu of the gift exchange that would support Huron County charities. Everyone is encouraged to shop local.

16. Notice of Motion: None.

17. By-laws:

By-law No. 2020-070, being a By-law of the Corporation of the County of Huron to enter into a Mutual Assistance Agreement.

Moved by: Councillor Murdock and Seconded by: Councillor Fergusson

THAT:

Leave be given to introduce the following By-Law:

By-law No. 2020-070, being a By-law of the Corporation of the County of Huron to enter into a Mutual Assistance Agreement.

CARRIED

Moved by: Councillor Finch and Seconded by: Councillor Heffer

THAT:

By-law No. 2020-070, be given a first and second reading;

AND FURTHER THAT:

By-law No. 2020-070, as read a first and second time, be passed.

CARRIED

Moved by: Councillor Finch and Seconded by: Councillor Fisher

THAT:

By-law No. 2020-70, be given a third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-070, as read a third time, be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

18. Closed to the Public Session:

Moved by: Councillor Murdock and Seconded by: Councillor McNeil

THAT:

The Council of the County of Huron do now go into a Closed to the Public Session at 10:53 AM under Section 239 of the Municipal Act, 2001 as amended, to discuss an item that relates to:

1) Labour relations or employee negotiations - SEIU Homes;

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- 2) Labour relations or employee negotiations - IUOE Homes;
- 3) Labour relations or employee negotiations - ONA Homes;
- 4) Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local Board - Planning and Development AG4 designation;

AND FURTHER THAT:

CAO Meighan Wark (Items 1, 2, 3 & 4), Clerk Susan Cronin (Items 1, 2, 3 & 4), Treasurer and Director of Corporate Services (Items 1, 2, 3 & 4), Director of Homes for the Aged Connie Townsend (Items 1, 2 & 3), Director of Human Resources Lara Vanstone (Items 1, 2 & 3), Human Resources Manager Jane Anderson (Items 1, 2 & 3), and Director of Planning and Development Sandra Weber (Item 4), remain in attendance.

CARRIED

Moved by: Councillor Harding and Seconded by: Councillor Dietrich

THAT:

The Council of the County of Huron rise from the Closed to the Public Session at 11:12 AM.

CARRIED

- Reporting out of Closed Session – CAO Wark stated that the purpose of going into closed session was to discuss three items on labour relations or employee negotiations; and to discuss Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local Board - Planning and Development AG4 designation.

Moved by: Councillor Bailey and Seconded by: Councillor Murdock

THAT:

The Council of the County of Huron directs staff to proceed as per direction given in Closed to the Public Session of November 25, 2020.

CARRIED

19. Arrangement of Committee/Board Meetings:

As per the County's COVID-19 response protocols, all Council and Committee meetings are being held virtually.

- Inaugural Council (Election of Warden) - Wednesday, December 2, 2020 at 9:00 AM - Virtual Meeting.
- Huron County Library Board - Wednesday, December 9, 2020 at 9:00 AM - Virtual Meeting.
- Huron County Economic Development Board - Wednesday, December 9, 2020 at 5:00 PM – Virtual Meeting.
- Council Day 2 - Wednesday, December 16, 2020 at 9:00 AM - Virtual Meeting.

20. Confirmatory By-law:

Moved by: Councillor Fisher and Seconded by: Councillor Watt

THAT:

By-Law No. 2020-071 being a By-law of the Corporation of the County of Huron to confirm the proceedings of the Council of the Corporation of the County of Huron, be introduced, be given a first, second and third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-071, as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

County of Huron
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Wednesday, November 25, 2020
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21. Adjournment:

Moved by: Councillor Dietrich and Seconded by: Councillor Heffer

THAT:

The Council of the Corporation of the County of Huron do hereby adjourn at 11:15 AM to meet again on Wednesday, December 2, 2020 at 9:00 AM or at the call of the Warden and the Clerk.

CARRIED

Warden Jim Ginn

Clerk Susan Cronin

**INAUGURAL MINUTES
COUNCIL OF THE COUNTY OF HURON**

Virtual
December 2, 2020

The Council of the County of Huron met virtually on Wednesday December 2, 2020 at 9:02 AM.

1. CAO Meighan Wark called the Inaugural meeting to order and welcomed members of Huron County Council and their guests:

Warden Ginn thanked staff for their dedication especially during the COVID-19 pandemic.

CAO Wark thanked Warden Ginn for his strong leadership over the past 4 years.

2. Approval of Agenda:

Moved by: Councillor Jewitt and Seconded by: Councillor Dietrich

THAT:

The Inaugural meeting of Council agenda for December 2, 2020 be approved as presented.

CARRIED

3. Declaration of Pecuniary Interest and the General Nature Thereof: None.

4. Order of Business:

Inaugural

4.1 Election of Warden:

CAO Meighan Wark and Clerk Susan Cronin proceeded with the Election of Warden for 2021-2022 as set out in the County of Huron Procedural By-law No. 2020-067.

CAO Wark called for nominations for the position of Warden for 2021-2022.

Moved by: Councillor Harding and Seconded by: Councillor Jewitt

THAT:

Councillor McNeil, from the Municipality of Ashfield-Colborne-Wawanosh, be nominated as a candidate for Warden for 2021-2022.

Moved by: Councillor Bailey and Seconded by: Councillor Klopp

THAT:

Councillor Finch, from the Municipality of South Huron, be nominated as a candidate for Warden for 2021-2022.

CAO Wark called two more times for nominations for Warden of Huron County for 2021-2022.

4.2 CAO Wark requested a motion stating nominations closed.

Moved by: Councillor Fergusson and Seconded by: Councillor Murdock

THAT:

The nominations for the position of Warden for 2021-2022 be closed.

CARRIED

Huron County Inaugural Minutes
Wednesday, December 2, 2020

4.3 CAO Wark called on the nominated candidates to address County Council for 5 minutes maximum per candidate in the reverse order of nomination.

Councillor Finch addressed Council.

Councillor McNeil addressed Council.

4.4 CAO Wark and Clerk Cronin conducted the vote electronically by secret ballot for the Warden of Huron County for 2021-2022. Members of the public were put on hold during this portion of the meeting. The Electronic Election was conducted with the use of the Zoom polling function. The names of the two Councillors nominated were included in the voting tool in alphabetical order.

4.5 CAO Wark called for a Motion to declare the duly elected Warden for Huron County for 2021-2022.

Moved by: Councillor Murdock and Seconded by: Councillor Finch

THAT:

Glen McNeil, County Councillor from the Municipality of Ashfield-Colborne-Wawanosh, be elected as Warden of the County of Huron for 2021-2022; and until his successor is appointed.

CARRIED

4.6 CAO Wark administered the Declaration of Office to the newly elected Warden for 2021-2022 electronically. Clerk Cronin commissioned the affidavit.

4.7 The newly elected Warden will be presented the Chain of Office, the Gavel, and the Warden's Pin at a future date.

4.8 CAO Wark formally turned the meeting over to newly elected Warden McNeil.

4.9 Warden McNeil spoke briefly thanking Council for the honour of being elected Warden of Huron County for 2021-2022.

4.10 The Warden introduced his wife Vanda and other members of his family. He thanked the staff of Ashfield-Colborne-Wawanosh for their support.

4.11. Councillor Watt, Deputy Mayor of Ashfield-Colborne-Wawanosh, spoke briefly, offering congratulations on behalf of the staff of Ashfield-Colborne-Wawanosh.

4.12 Lisa Thompson, Huron-Bruce M.P.P. and Minister of Government and Consumer Services, brought greetings from the Province of Ontario and congratulations to Warden McNeil.

Ben Lobb, Huron-Bruce M.P. brought greetings from the Government of Canada and congratulations to Warden McNeil.

4.13 Appointment of Striking Committee: According to Procedural By-law No. 2021-067, the Striking Committee will consist of the following:

- Warden
- Immediate Past Warden
- One Councillor – Appointee of the Warden

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Wednesday, December 2, 2020

- CAO Meighan Wark

4.14 The Warden called for a Motion appointing the Striking Committee.

Moved by: Councillor Watt and Seconded by: Councillor Finch

THAT:

The appointment of the 2021-2022 Striking Committee consisting of Warden McNeil, Immediate Past Warden Ginn, Councillor Dietrich and CAO Meighan Wark be approved.

CARRIED

4.15 The Warden announced the Council meeting will recess at 10:10 AM. The meeting resumed at 10:55 AM. At this time all members of Council, staff and public are asked to re-join the meeting.

4.16 Report of the Striking Committee to be read by CAO Wark.

Moved by: Councillor Fergusson and Seconded by: Councillor Bailey

THAT:

The Report of the Striking Committee be adopted as presented.

CARRIED

4.17 By-laws:

By-law No. 2020-072 being a By-law of the Corporation of the County of Huron to appoint members to various Boards and Committees.

Moved by: Councillor MacLellan and Seconded by: Councillor Finch

THAT:

Leave be given to introduce the following By-law:

By-law No. 2020-072, being a By-law of the Corporation of the County of Huron to appoint members to various Boards and Committees.

CARRIED

Moved by: Councillor Heffer and Seconded by: Councillor Grace

THAT:

By-law No. 2020-072, be given first and second reading;

AND FURTHER THAT:

By-law No. 2020-072, as read a first and second time, be passed.

CARRIED

Moved by: Councillor Harding and Seconded by: Councillor Ginn

THAT:

By-law No. 2020-072, be given a third reading in accordance with Part 14 of the Procedural Bylaw for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. No. 2020-072, as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

4.18 Arrangement of Upcoming Meetings:

- Huron County Library Board - Wednesday, December 9, 2020 at 9:00 AM – Virtual Meeting

Huron County Inaugural Minutes
Wednesday, December 2, 2020

- Huron County Economic Development Board - Wednesday, December 9, 2020 at 5:00 PM - Virtual Meeting
- Council Day 2 - Wednesday, December 16, 2020 at 9:00 AM - Virtual Meeting

5. Confirmatory By-law:

Moved by: Councillor Finch and Seconded by: Councillor Murdock
THAT:

By-Law No. 2020-073, being a By-law of the Corporation of the County of Huron to confirm the proceedings of the Council of the Corporation of the County of Huron, be introduced, be given a first, second and third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-073, as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

6. Adjournment

Moved by: Councillor Dietrich and Seconded by: Councillor Harding
THAT:

The Council of the Corporation of the County of Huron do hereby adjourn at 11:03 AM to meet again on Wednesday, December 16, 2020 at 9:00 AM or at the call of the Warden and the Clerk.

CARRIED

Warden Glen McNeil

County Clerk Susan Cronin

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Sandra Weber, Director of Planning and Development
DATE: 12/16/2020
SUBJECT: Lisa Courtney, Bruce Potter and Dale Erb from BM Ross and Associates will present the Growth Planning Best Practices Guide. The decision requested by staff is that County Council approve the Growth Planning Best Practices Guide and distribute to the local municipalities to be used as a resource of concepts and best practices related to planning for growth.

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron approves the Growth Planning Best Practices Guide dated November 25, 2020;

AND FURTHER THAT:

The Guide be circulated to the local municipalities for information.

BACKGROUND:

The Growth Planning Best Practices Guide is a collaborative project led jointly by Planning and Development, Economic Development and Public Works.

The purpose of the Guide is to serve as a resource of concepts and best practices related to planning for growth across Huron County. The Guide will be used by local municipalities and the County to proactively address infrastructure, studies and financial considerations related to growth (e.g. expansions to infrastructure, road and intersection improvements, pedestrian infrastructure, stormwater, etc.). From a development perspective, the Guide will help to ensure that requirements are clearly set out in advance so that developers are aware of the requirements of municipalities and approval agencies early in the process.

COMMENTS:

In June, 2019, the County issued a Request for Quotations for the development of a Growth Planning Best Practices Guide. BM Ross and Associates was the successful consultant selected to complete the project.

In November, 2019, a Stakeholder meeting was held with staff from the local municipalities along with representatives from agencies, engineering firms, Builders Associations and local developers. The purpose of the meeting was to get input on growth related challenges, opportunities for improvement and further research needs to ensure the end product is a helpful resource.

In October, 2020, the Draft Guide and best practices were presented to the Stakeholder group and was well received. The group had the opportunity to discuss the concepts and best practices that were incorporated in the Guide and provide suggestions for improvements and

additional information. The Consultants used this information to finalize the Guide.

Once approved, the Guide will be shared with local municipalities, agencies and the development community as a resource.

OTHERS CONSULTED:

Stakeholder Group (including local municipal partners), Staff from Planning and Development, Economic Development and Public Works

INFORMATION TECHNOLOGY IMPACTS:

N/A

FINANCIAL IMPACTS:

Within 2020 approved budget.

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▢	Growth Planning Best Practices Guide Presentation	Presentation	12/4/2020	Growth_Planning_BMP_Guide-Presentation.pdf
▢	Growth Planning Best Practices Guide	Backup Material	12/4/2020	Growth_Planning_BMP_Guide_Final_Version.pdf



Growth Planning Best Practices Guide

HURON COUNTY COUNCIL – DEC 16, 2020

Presentation



Why a Growth Planning Guide



What's in the Guide



Next Steps

What
brought us
here?



County wants to promote proactive planning for growth



Asked to develop a guide with best practices for the County and municipalities to consider when looking at growth or developing a Growth Plan.



Guide is complete

The Intent of the Guide

- ▶ Provide recommendations and best practices for growth related to:
 - ▶ Planning
 - ▶ Infrastructure
 - ▶ Financing
- ▶ Be a resource for staff at all levels and developers when thinking about growth and development
- ▶ Incorporates feedback and input from County and Municipal staff, and the development community
 - ▶ 2 Stakeholder Meetings held



The Challenges of Growth Planning

- ▶ External factors
 - ▶ Provincial legislation
 - ▶ Economics
- ▶ Finances
- ▶ Politics
- ▶ The Unknown

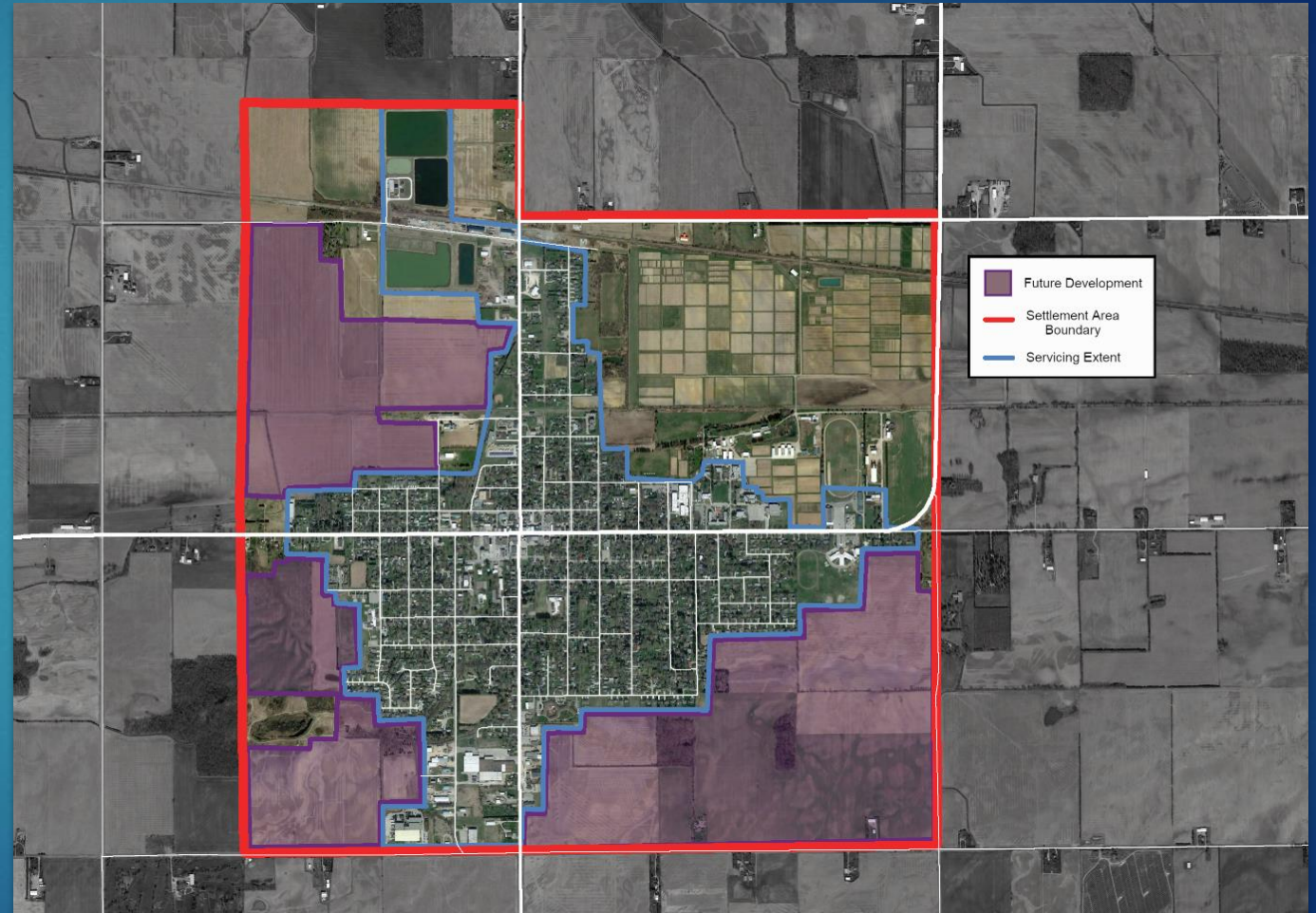
What's in the Guide



- ▶ Best practices, considerations and factors to consider related to growth
- ▶ Descriptions of processes related to growth and how they can be used to plan for growth
 - ▶ EAs, Master Plans, other studies
- ▶ Infrastructure considerations for growth – capacity, expansions, timelines
- ▶ Financial considerations – existing funding tools and strategies
- ▶ The Guide will not answer or solve every development related issue, but hopefully helps people understand many of the growth puzzle pieces

Growth Planning – Area and Incremental Growth

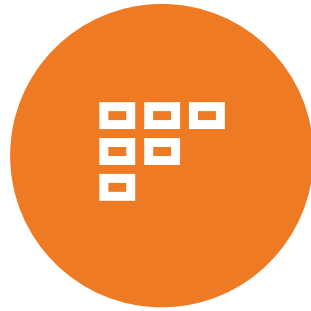
- ▶ Identifying Growth Areas
- ▶ Partial Servicing



Best Practices Related to Studies



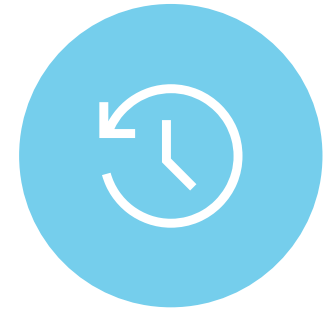
ENVIRONMENTAL
ASSESSMENTS (EAS)



MASTER PLANS



INTEGRATED EAS



OTHER STUDIES

Infrastructure Related Best Practices

Water and
Wastewater
Capacity
Calculations

Allocating and
Monitoring
Capacity

Capacity
Expansion
Timelines

Pre-Servicing
Agreements

Cross Boundary
Servicing

Major
Infrastructure
Expansions

Road and
Intersection
Improvements

Development
Standards

Pedestrian and
Cycling
Infrastructure

Stormwater
Management

Funding Strategies



DEVELOPMENT
CHARGES



SECURITIES



OTHER FUNDING
STRATEGIES

Next Steps



County Council Approval



Make Guide Available



Questions,
Comments?



GROWTH PLANNING BEST PRACTICES GUIDE



Prepared by:

BMROSS
engineering better communities

COUNTY OF HURON

GROWTH PLANNING BEST PRACTICES GUIDE

November 25, 2020

November 25, 2020

B. M. ROSS AND ASSOCIATES LIMITED
Engineers and Planners
62 North Street
Goderich, ON N7A 2T4
Phone: 519-524-2641
www.bmross.net

File No. 19152

Executive Summary

The intent of this guide is to serve as a reference for concepts and best practices related to planning for growth. The guide includes concepts related to infrastructure, studies and financial considerations that are related to growth. It has been developed to assist municipal and County staff, as well as developers to help build understanding of the processes associated with growth planning. The guide will not address all development issues but is hoped to provide a clear explanation of best practices and consistent approaches to growth planning.

In many of the urban communities, the historically established settlement areas are built out and development is occurring along the fringes, often requiring infrastructure expansions. Identifying the most efficient direction for infrastructure expansions can be difficult for municipalities, especially where capacity and financial resources may be limited.

There is a desire to be proactive with respect to growth planning to attract and accommodate development within Huron County. Municipalities must weigh the financial and staff resources expended in future planning against the existing needs as well as potential benefits.

From a development perspective, developers should be aware of the requirements and expectations of municipalities and approval agencies. Development, whether through a Plan of Subdivision or severing off a few parcels, will require financial investments in infrastructure, studies, and professional assistance including legal assistance. It is expected that 'development will pay for development' and potential developers should do the requisite cost and benefit analysis prior to investing their time and money into a potential development proposal.

This executive summary will outline the concepts that are discussed in further detail in this Guide. The best management practices for each concept can be referenced in Appendix A.

Area Growth Issues

Historically, growth areas in small urban and rural municipalities were identified around the outskirts of the community based on proximity to the community rather than feasibility from a servicing perspective. When there are multiple, distinct future development areas within a settlement boundary, planning and being prepared for development can be a challenge for municipalities. Lands are held privately and some landowners may be unwilling to develop their lands; different developers may hold multiple parcels across the settlement area and wish to develop in multiple directions, which may result in expensive servicing extensions; and some areas may be more difficult to service based on topography, site conditions or the absence of adequately sized infrastructure in the vicinity of the area. Where a municipality has limited capacity, whether financially or from an infrastructure perspective, it may be prudent to consider identifying feasible servicing options to direct future growth. This is most efficiently done through a Master Plan process.

Municipal Class Environmental Assessments

Municipal Class EAs are initiated by municipalities in conjunction with infrastructure projects. Typically, the costs associated with conducting an EA are paid by the municipality. Where an EA is being completed for new infrastructure works that benefit future development, the cost to conduct the EA may be included in development charges. If a municipality is undertaking an EA that benefits a specific development property (e.g. a schedule B EA to construct a new pumping

station to service a new development area), the property owner(s) can enter into a cost-sharing agreement

Master Plans

Through the Municipal Class Master Plan process, infrastructure planning for a group of related projects, infrastructure systems, or integrated systems can be undertaken. Long-term planning of infrastructure needs can be considered for existing and future land uses through the lens of the environmental assessment process. For this reason, some Official Plans for upper tier municipalities include requirements for lower tiers to complete Master Plan studies (often for water and wastewater servicing) to support and guide local Official Plan updates or new Plans.

Master Plans can be tailored to consider and establish broader infrastructure options across large areas and over a longer time frame. The benefits of the Master Plan approach include the ability to integrate Master Plans with planning documents, such as Official Plans, Official Plan updates, Community Improvement Plans and Secondary Plans, as well as to implement projects identified in the Master Plan separately on an as-needed basis.

Integrated Environmental Assessments

The Municipal Class Environmental Assessment (EA) Process allows for the integration of related Planning Act applications and EAs for infrastructure. The intent of combining the two processes is to streamline efforts, avoid the duplication of studies and consultation, and improve environmental protection and land use planning outcomes. Integrated EAs can include infrastructure located on lands within the subject area of the Planning Act application as well as infrastructure beyond that. To consider infrastructure located outside of the lands of the Planning Act application through an Integrated EA, the infrastructure must be directly related to or required by proposed development. Infrastructure that is not related to or required to support the Planning Act application should not be considered through the Integrated EA process.

Other Studies

Prior to the expansion of growth lands, or development on greenfield and brownfield lands, there may be a need to complete studies. Where studies have a more regional scale, it may be possible to integrate preliminary investigations with other studies (e.g. Master Plans, Official Plans) or undertake standalone studies to potentially reduce the level of study required for certain sites, or identify where site-specific studies will be required. If regional studies are undertaken, developers should recognize there still may be site-specific requirements (such as an Environmental Site Assessment) that is their sole responsibility to complete.

Infrastructure Planning Best Practices

Within settlement areas, the availability of sufficient road, water, wastewater and stormwater infrastructure supports growth planning and development. The availability of infrastructure includes not only the physical infrastructure network within the vicinity of development areas, but also must consider downstream networks, treatment and storage components. In new development areas, where growth is proceeding through a Plan of Subdivision or Condominium, the developer is responsible for the installation of local infrastructure. Municipalities must ensure that downstream infrastructure has sufficient capacity to support the development.

Given this, it is important that municipalities take steps to identify potential servicing constraints and opportunities with respect to future growth and plan how to accommodate development in a rationale, cost-effective manner. The planning of future infrastructure must also consider impacts and needs related to the existing systems.

Water and Wastewater Capacity Calculations

Local municipalities should complete capacity calculations for water supply and sewage treatment and keep those calculations current both for the benefit of the municipality and potential developers. Municipalities should also monitor trunk water distribution and sewage collection systems to assess capacity for existing users and potential development. Calculations should be based on existing users, infill lots and any previously approved allocations.

Allocating Capacity

Water and wastewater capacity are limited resources. Municipalities should develop a framework or policy with respect to the allocation of capacity in water supply and/or wastewater treatment facilities for potential development. These policies are often developed by municipal staff, with input from stakeholders and then approved through passage of by-law.

Monitoring Capacity and Allocations

Monitoring water and wastewater capacity and allocations makes it easier for municipalities to understand and answer questions around remaining capacity as well as forecast and plan for future expansions if required. Establishing a process for where and how this information is collected and stored is also beneficial from a municipal staffing succession or transition perspective.

Establishing Timelines Associated with Capacity Increases

The steps and time requirements prior to a capacity expansion will vary based on what level of expansion is required and the existing facilities. These factors will also drive the need for Class EAs and other related studies (e.g. assimilative capacity). If capacity can be increased through upgrades and a rerating within an existing facility, it is expected that the pre-construction work and time need for design and approvals will be less than a large expansion requiring a Schedule C EA, assimilative capacity studies, extensive design needs and approvals.

Pre-Servicing Agreements

When a development is proposed through the Site Plan or Plan of Subdivision/Condominium process, there may be instances when a developer requests permission to install on-site services (roads, watermain, sanitary sewers, stormwater infrastructure) prior to receiving final approval. If the municipality agrees to allow the on-site servicing to proceed, a Pre-Servicing Agreement should be entered into by both parties.

Ultimately, it is up to municipalities to decide if they will consider allowing developers to construct works under a pre-servicing agreement ahead of final approval of the development. There are risks associated with pre-servicing to both the developer and the municipality. From the development perspective, developers should understand and acknowledge that all pre-servicing work is done at their peril and municipalities may not assume responsibility for work that is done as part of the pre-servicing

Cross-Boundary Servicing Agreements

It is not uncommon that development proposals occur near a municipal boundary where services may be available from the neighbouring municipality. Municipalities are encouraged to consider policies and potential agreements with their neighbours with respect to cross border servicing when it comes to planning for infrastructure needs. Cross boundary servicing agreements for hard infrastructure or joint funding agreements for soft services (such as recreation facilities) can result in cost reductions and improve the ability of municipalities to sustain and enhance local services. Cross boundary servicing agreements may also result in economic benefits for both municipalities when servicing supports non-residential growth. For example, if servicing is extended to support a commercial or industrial development in one municipality, the economic spinoff is likely to also benefit the municipality providing services through residential growth.

Major Infrastructure Expansions

The steps and time required for expanding infrastructure will depend on what facilities and what type of expansion is proposed. Some expansions will take less time to implement, where large expansions (e.g. a new well or significant expansion to a sewage treatment plant) will take a number of years to complete. Given this, it is important to understand what type of expansion will be needed and the likely timing of the demand to ensure any required studies, design and approvals can be obtained in advance.

Road and Intersection Improvements

For many development proposals, it is common that intersections and the approaching roads may require improvements with the addition of turning lanes and potentially traffic signals. While it is difficult for municipalities to predict the type of occupancy that may be considered for development areas, it is prudent to be aware of traffic volumes and the extent of existing traffic congestion. Should municipalities know of or identify existing issues with a road section or intersection, they can proactively engage a traffic consultant to evaluate the impacts of future development. Where extensive growth is forecasted, a municipality can also undertake a Transportation Master Plan to identify current and future needs related to road infrastructure

Road and Network Design

Generally, most new road allowances are established through the development processes, most commonly site plans or Plans of Subdivision. Municipalities do have the authority, under the Planning Act, to identify and protect strategic public and private lands from development for the purposes of infrastructure lands such as road allowances. When a municipality wants to establish the location of a new road allowance, generally this is achieved through a Class EA or Master Plan process. For example, if a municipality owns lands designated for an industrial or business park, often the locations of road allowances are established through the EA or Master Plan to service the lands. The road allowances are then incorporated into Official Plan and Zoning Bylaw mapping.

When establishing new road allowances, whether being led by the municipality or a private developer, the constraints posed by significant natural features should be recognized. There may be significant natural features such as woodlands, wetlands or hazard lands at the boundaries of urban areas or within urban areas. These features have significant value as well

as protection from development through Provincial and local planning policies. Generally, it should be assumed that development within these areas and adjacent to them will be limited.

Development Standards

Many municipalities have development or engineering standards that set out requirements or guidelines for design and construction of services across the municipality. Development standards ensure that services are provided in a consistent manner throughout the municipality. Having standards in place allow municipal staff to provide consistent standards for all developments and limit the ability of developers to approach Council with alternative servicing standards. By avoiding alternative servicing standards, municipalities may be able to avoid future costs associated with bringing those services up to the municipal standard. An example is if a developer is permitted to construct an urban road to only a semi-urban standard with ditches, the municipality would later be responsible for the costs to install curb and gutter and bringing the road up to the full urban standard.

It is important that standards are administered and applied uniformly across the municipality. A consistent application of the standards reduces the potential for conflicts, later issues and ensures consistency in the level of service provided. Enforcing these standards also reduces potential future costs to the municipality associated with bringing services up to the municipal standard.

Pedestrian and Cycling Infrastructure

Most municipalities have policies with respect to the provision of sidewalk for pedestrian use in new development. Generally, sidewalk should be provided on one side within residential areas and on both sides of the road in areas adjacent to institutional or commercial properties, or along arterial and collector roads. Connections to trail systems and beach access are vital in locations where available. Municipalities are encouraged to have policies that can be provided to developers to be considered as part of the development proposals.

Stormwater Management

Modern stormwater management facilities require significant capital investment and ongoing operations and maintenance efforts. Facilities need to be viewed on a lifecycle basis where funding for preventative and emergency events need to be available. Where facilities are not funded by the development community funding mechanisms could be federal/provincial infrastructure funding, municipal tax revenue, development cost charges, or a stormwater utility charge. It should be noted that development charges can only be collected towards the capital costs associated with the provision of stormwater facilities, not their maintenance or operation. If a developer constructs a stormwater pond, often the developer pays for the design and construction of the pond and the municipality is then responsible for long term maintenance and operation.

Development Charges

Municipalities can collect development charges against new residential and non-residential development to pay for capital costs associated with infrastructure and services put in place to service growth. The types of services and infrastructure that can be collected through development charges are set out in the Development Charges Act and its associated regulation. Generally, development charges can be collected for capital costs for new and expanded water,

wastewater, stormwater, and transportation infrastructure, in addition to other municipal services such as fire protection, and police services. Through development charges, municipalities can collect for growth-related projects, including studies, that are planned or have been built. The intent of development charges is that 'growth pays for growth'. When a municipality builds new or expanded infrastructure, often the costs are paid upfront by the municipality and then development charges are collected as growth occurs.

Securities

Municipalities commonly require developers to post securities for the value of works done in new or existing road allowances, as part of subdivision development. These securities ensure developers meet and complete their obligations as set out in development, site plan, or subdivision agreements. Upon meeting the requirements of the subdivision, site plan or development agreement, securities are released back to the developer.

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Acronyms

EA	Environmental Assessment
ERU	Equivalent Residential Unit
I&I	Inflow and Infiltration
GIS	Geographic Information System
LID	Low Impact Development
LPAT	Local Planning Appeal Tribunal
MTO	Ministry of Transportation
OP	Official Plan
OPA	Official Plan Amendment
OTM	Ontario Traffic Manual
SWM	Stormwater Management
TIS	Traffic Impact Statement

1.0 Introduction

1.1 Purpose

The purpose of this document is to assemble best practices related to growth planning activities. Planning for growth must incorporate consideration of a number of factors, including infrastructure needs, required studies and how growth and growth-related needs are funded and financed.

The Guide is intended as a collection of general and broad best practices that County and municipal staff can consult. There is no one perfect solution to planning for growth that leads to the expected and desired outcomes. Growth planning is inherently difficult, as it can be influenced by larger external market forces, demographics, and many local factors. A municipality can take all the steps to plan for growth, but that does not guarantee growth will occur within the expected timeframes or at all. Adding to that challenge, and given everything that needs to be considered, planning for growth is often a time-extensive exercise.

This is not to say growth planning is not a worthwhile effort. The absence of growth planning can lead to decisions that are made without considering broader impacts or limitations, or an inability for a municipality to support development. County and municipal staff are encouraged to proactively plan for growth as budgets allow. The best practices within this document are intended to provide a semblance of practices and procedures to consider or follow when undertaking growth planning activities. It is hoped that these best practices will allow for proactive growth planning such that development can occur in a manner that is sustainable from an infrastructure, planning and financial perspective.

1.2 Disclaimer

This Guide is an attempt to identify and provide a reference of best practices for County and municipal staff undertaking growth planning activities. This Guide was not developed to capture every potential planning, infrastructure and financing option available, but instead was developed to highlight some best practices that municipalities in the County of Huron can refer to.

It is expected that future updates to this Guide will incorporate additional information as legislation changes.

2.0 Growth Planning and Development

Planning for growth and development is a challenge all municipalities face. In Huron County, the challenge comes from the slow pace of growth, shifting demographics and the scattered nature of development. In many of the urban communities, the historically established settlement areas are built out and development is occurring along the fringes, often requiring infrastructure expansions. Identifying the most efficient direction for infrastructure expansions can be difficult for municipalities, especially where capacity and financial resources may be limited.

There is a desire to be proactive with respect to growth planning to attract and accommodate development within Huron County. Municipalities must weigh the financial and staff resources expended in future planning against the existing needs as well as potential benefits.

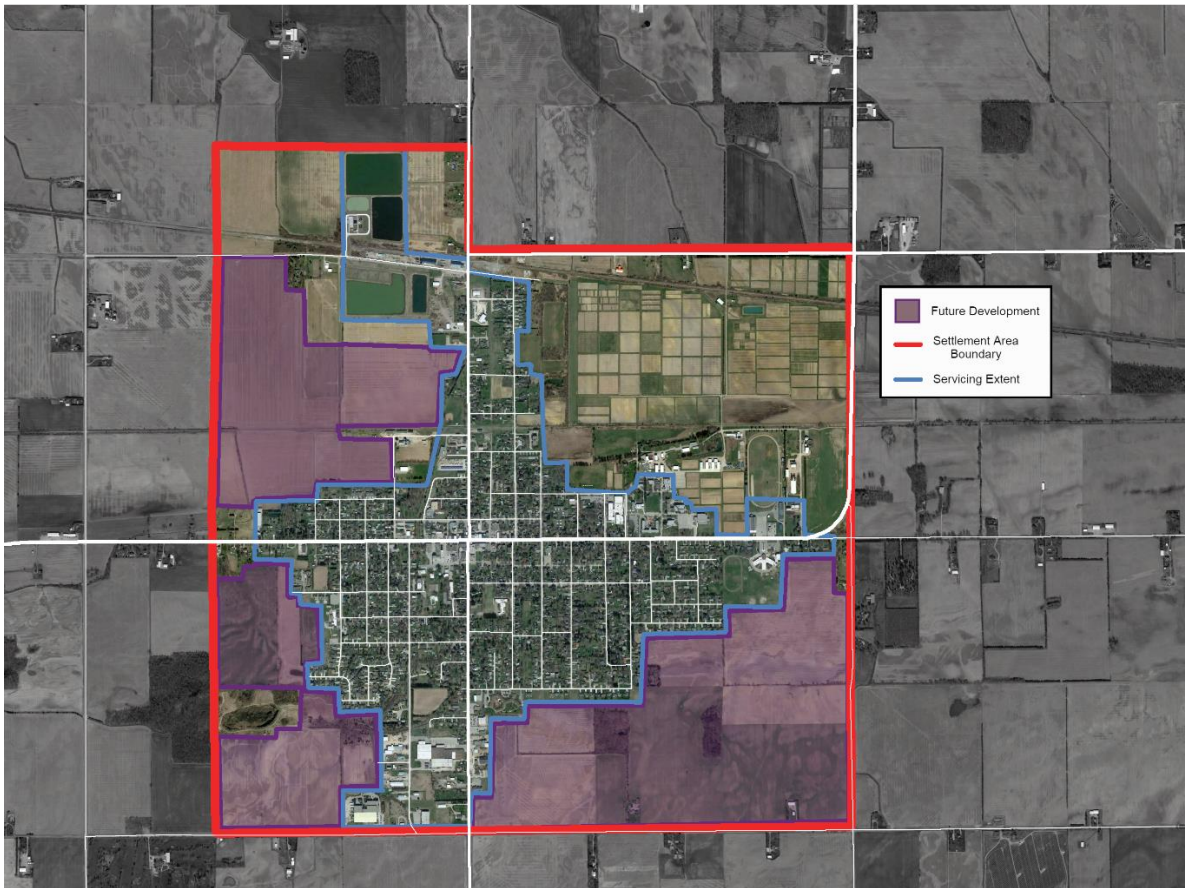
From a development perspective, developers should be aware of the requirements and expectations of municipalities and approval agencies. Development, whether through a Plan of Subdivision or severing off a few parcels, will require financial investments in infrastructure, studies, and professional assistance including legal assistance. It is expected that 'development will pay for development' and potential developers should do the requisite cost and benefit analysis prior to investing their time and money into a potential development proposal.

2.1 Growth Planning – Area and Incremental Growth

Two significant challenges in planning for growth are associated with slow growth – efficiently planning for and addressing servicing needs, and how small, incremental developments are addressed.

Historically, growth areas in small urban and rural municipalities were identified around the outskirts of the community based on proximity to the community rather than feasibility from a servicing perspective. The radial nature of where future growth lands are located around communities can make it difficult to expand infrastructure in a cost-effective manner (see Figure 2.1). Larger municipalities have been able to focus development in identified growth areas. The identification of growth areas is based on servicing studies that evaluate and establish the feasibility of the provision of services. At a minimum, these servicing studies identify strategies for water, wastewater and stormwater servicing.

Figure 2.1 is illustrative of many rural communities, where growth occurred in a radial fashion from central intersection and future development lands are not concentrated in one area, but in multiple and opposite ends of the settlement area. In the community shown in Figure 2.1, there are three separate future growth areas, beyond the existing servicing extent, found in the west, southwest and southeast corners of the settlement area. When there are multiple, distinct future development areas within a settlement boundary, planning and being prepared for development can be a challenge for municipalities. Lands are held privately and some landowners may be unwilling to develop their lands; different developers may hold multiple parcels across the settlement area and wish to develop in multiple directions, which may result in expensive servicing extensions; and some areas may be more difficult to service based on topography, site conditions or the absence of adequately sized infrastructure in the vicinity of the area.

Figure 2.1 Example of Urban Settlement Area with Multiple Potential Growth Areas

Where a municipality has limited capacity, whether financially or from an infrastructure perspective, it may be prudent to consider identifying feasible servicing options to direct future growth. This is most efficiently done through a Master Plan process (see Section 3.2), which examines future growth through the lens of existing infrastructure to evaluate a cost effective and feasible future servicing strategy. The results of the Master Plan can then be incorporated into an Official Plan Amendment to better identify growth areas. It is important to note that this approach may result in a conclusion that some of the previously identified growth areas are not feasible or practical to service (i.e., unviable from a development perspective) which may ultimately result in the redesignation of some lands. For example, in the community shown in Figure 2.1, a Master Plan could identify that servicing the southwestern development area is less feasible than other areas and the municipality could focus on planning servicing extensions to the other development areas.

Planning for incremental growth, or individual small developments is also a challenge. Often this type of development proposes the creation of a few lots by consent along an existing, potentially unopened road allowance; at the outskirts of a community beyond the serviced limit; or in hamlet type communities with private servicing. Historically, severances may have been a relatively inexpensive way of creating development lots; however, current planning and development policies place more onus on the developer to ensure services, including roads, are included in the development proposal. For example, severing lots along an unopened road allowance does not mean the road is opened, nor is there any requirement for the municipality

to build the road. Generally, it is expected the developer will be responsible for the design and building of the road, extending the services and providing some degree of stormwater management. For a few lots along an extension of a road, these costs can be significant and may result in lots that are significantly more expensive. If there are only partial services, lots will need to be larger to accommodate private septic systems or wells, which will increase the length of road that needs to be built, again at the developer's cost.

Figure 2.2 shows a proposed development at the edge of settlement area, beyond the current extent of services. Assuming the developer proposes or is only required to extend water services, the lots will need to be large enough to accommodate septic systems. This limits the number of lots and the cost to extend the water service must be recouped from only six lots. If the developer proposed or was required to extend sewage services, the potential number of lots is significantly increased (as shown in Figure 2.3). The servicing costs can then be recouped from more lots and the development is more efficient in terms of land use.

Figure 2.2 Example of Lot Configuration with No or Partial Services



Another issue that may be encountered relating to small, incremental growth is if the development is solely located along one side of the road. If a developer wants to service the lots along only one side of the road, the servicing costs will be spread over fewer lots resulting in a greater servicing cost per lot (see Figure 2.2). Municipalities may contribute to the costs of servicing if the costs could be recouped through development charges, but there is no requirement for municipalities to participate.

Figure 2.3 Example of Lot Configuration with Services

From a municipal perspective, incremental growth is problematic because it can hinder other development areas by creating a barrier to access or services, which can significantly increase the cost of developing the area. It also makes it difficult to address stormwater drainage if lots are developed individually.

To minimize impacts associated with incremental growth, the following is recommended:

- Municipalities should encourage pre-consultation with developers proposing development via consents. The pre-consultation should be considered mandatory.
- If interior lands are unlikely to be developed in tertiary settlement areas (where there are no municipal water or wastewater services), the designation should be removed and the growth designation utilized elsewhere.
- Municipalities should promote the use of Plans of Subdivision for development as a tool to achieve planning outcomes.
- Multiple landowners may wish to work cooperatively in order to develop areas in a coordinated, cost-effective manner for all parties.
- Municipalities should endeavour to avoid partial services within settlement areas.

3.0 Environmental Assessment and Study-Related Best Practices

3.1 Municipal Class Environmental Assessments

Under the Environmental Assessment Act, municipal infrastructure projects are required to follow the Municipal Class Environmental Assessment (Class EA) process. The Class EA process is a planning framework to evaluate alternative solutions, environmental impacts and outline mitigation measures for all types of municipal infrastructure projects, including those involving roads, water, sanitary sewage, stormwater and transit. This includes the construction of new infrastructure, repairs, replacements, upgrades, enlargements and expansions.

Municipal projects are categorized into schedules under the Class EA, and the schedule determines the level of investigation required. The schedules are:

- A – pre-approved projects,
- A+ – pre-approved, but the public must be advised prior to implementation of the projects,
- B – requires evaluation of alternative solutions, potential environmental impacts and mandatory consultation with the public, stakeholders, First Nation and Métis communities and review agencies, and
- C – requires evaluation of alternative solutions, alternative designs, potential environmental impacts and mandatory consultation with the public, stakeholders, First Nation and Métis communities and review agencies.

Municipalities are the proponent of Municipal Class EAs and they are required to identify the applicable schedule and complete the appropriate level of investigation. Figure 3.1 provides some examples of types of projects for each schedule. Schedules are determined based on the specifics of a project, so it is difficult to provide generalizations on what types of projects fit within each schedule. For example, increasing the capacity of a pumping station can be either a schedule A or B project depending on how capacity will be increased. For this reason, municipalities are encouraged to review schedules carefully or contact a consultant to ensure the proper schedule and process is being followed. Generally though, new infrastructure in undeveloped areas requires a schedule B Class EA at minimum.

Municipal Class EAs are initiated by municipalities in conjunction with infrastructure projects. Typically, the costs associated with conducting an EA are paid by the municipality. Where an EA is being completed for new infrastructure works that benefit future development, the cost to conduct the EA may be included in development charges. If a municipality is undertaking an EA that benefits a specific development property (e.g. a schedule B EA to construct a new pumping station to service a new development area), the property owner(s) can enter into a cost-sharing agreement.

Figure 3.1 Examples of Projects for the Schedules Under the Municipal Class EA Process

Schedule A	Schedule A+	Schedule B	Schedule C
<ul style="list-style-type: none"> •Normal operation or maintenance of roads •Cleaning ditches •Upgrade outfall to existing rated capacity with no land acquisition •Cleaning or relining watermains 	<ul style="list-style-type: none"> •Streetscaping •Road reconstruction, where road is for same purpose, use and capacity •Construct a sewer within an existing utility corridor •Installation of standby power equipment 	<ul style="list-style-type: none"> •Establish new well at a new site •Establish new water storage facilities •New pumping station •New stormwater pond where property is required •New road (less than \$2.6 million in costs) 	<ul style="list-style-type: none"> •New water system •New water treatment plant •Expand water treatment plant beyond rated capacity •New sewage systems or sewage treatment plants •New road (greater than \$2.6 million in costs)

3.2 Master Plans

Another approach to planning and implementing municipal infrastructure is the Municipal Class EA Master Plan process. For the purposes of this document, a Master Plan is a study that follows the Master Plan approach as identified in the Municipal Class Environmental Assessment. Master Plans in this context deal with municipal transportation, water, wastewater, stormwater and transit infrastructure. This is the Master Plan process that must be followed to allow infrastructure to proceed to implementation. Municipalities may undertake other types of Master Plans such as a Parks Master Plan, Cemetery Master Plans, or Waterfront Master Plans. These types of Master Plans are typically long-term plans or a vision for overall development, guidelines, recommendations and design considerations but do not follow the Municipal Class EA process. A Class EA is required to implement infrastructure works identified within this type of Master Plan.

Through the Municipal Class Master Plan process, infrastructure planning for a group of related projects, infrastructure systems, or integrated systems can be undertaken. Long-term planning of infrastructure needs can be considered for existing and future land uses through the lens of the environmental assessment process. For this reason, some Official Plans for upper tier municipalities include requirements for lower tiers to complete Master Plan studies (often for water and wastewater servicing) to support and guide local Official Plan updates or new Plans.

Master Plans can be tailored to consider and establish broader infrastructure options across large areas and over a longer time frame. The benefits of the Master Plan approach include the ability to integrate Master Plans with planning documents, such as Official Plans, Official Plan updates, Community Improvement Plans and Secondary Plans, as well as to implement projects identified in the Master Plan separately on an as-needed basis.

Master Plan Examples

East Ridge Business Park Servicing Master Plan (Brockton)
Kincardine Business Park Servicing Master Plan
Town of Erin Servicing and Settlement Master Plan
County of Bruce Bridge Master Plan
North Huron Water and Wastewater Servicing Master Plan

Master Plans, under the Class EA process, must complete at least the first two phases of the EA process. Depending on the level of detail of the study, a Master Plan can meet the requirements for the implementation of schedule B projects

and schedule C projects. Master Plans can also be completed in conjunction with Planning Act applications using the Integrated Approach (see Section 3.3). This approach is often used in association with a new OP, or OPA with unserviced areas. The Integrated Master Plan approach allows for infrastructure alternatives to consider land use planning and servicing issues. It also allows for a municipality to establish infrastructure needs and justifications, for future implementation per a phasing plan or when timing and funding allow.

A Master Plan may be specific to a certain type of infrastructure, such as a Transportation Master Plan, or evaluate needs and alternatives for integrated systems, such as water and wastewater. The size of an area and scope of work may also influence what is examined as part of the Master Plan. A Master Plan for a new business or industrial park, or expansion of an existing one, would most likely consider all infrastructure needs as the scope and scale is geographically limited. Common examples of types of Master Plans include:

- Water and Wastewater Servicing Master Plan,
- Transportation Master Plan,
- Bridge Master Plan,
- Servicing Master Plans for a business park, industrial park, or growth area,
- Stormwater Management (or Drainage) Master Plan.

Figure 3.2 shows four different road configurations for a business park that were identified and evaluated through a Master Plan process for a Business Park. Evaluating the road network options through the Master Plan process allowed for consideration of potential lot arrangements and sizes; connections with existing and future roads; watermain, sewer and stormwater piping requirements or constraint; impacts to existing development and traffic flow. These options can also be examined in terms of phasing to allow for phased and directed growth. The Master Plan approach allowed these factors to be considered and evaluated over a large spatial area and in relation to existing development. While lot configurations are not established as part of the Master Plan, understanding what infrastructure is required and where, allows municipalities to plan infrastructure works and identify strategies to finance the works.

When to Use Master Plans

Master Plans can be completed as stand-alone studies or integrated with other long-term planning activities. If the timing of initiating a Master Plan aligns with the start of an Official Plan update, amendment or Secondary Plan, it would likely be appropriate to use the Integrated Approach. If the Official Plan, or other long-term planning activity have recently been updated or completed, a Master Plan approach can still be used to identify existing and future long-term infrastructure needs based on the current land use designations in the Official Plan and other planning documents.

A Master Plan can be initiated at any time. If a municipality wishes to examine existing and future infrastructure needs, the Master Plan approach can be utilized. A Master Plan approach can also be utilized for infrastructure expansions into unserviced and undeveloped areas, with more of a focus on future infrastructure. The investigations completed as part of the Master Plan process may also include studies that support or can be utilized by future development, including archaeology, stormwater management, and natural environment studies.

Figure 3.2 Examples of Road Configurations Evaluated Through a Master Plan

Master Plans are best used to examine servicing options over larger geographic areas (i.e. not for site specific needs). A Master Plan can examine a single infrastructure service type or multiple, related systems to identify feasible servicing strategies for existing and future land uses. A Master Plan can identify future infrastructure needs to service new growth, including 'downstream' needs such as increased capacity at pumping stations and treatment facilities. The complexity of a Master Plan can be tailored in terms of scale and scope, such they can be completed at a high-level to support future studies and land use planning decisions or detailed enough to allow identified infrastructure projects to proceed to implementation.

When considering Master Plans, utilize the following best practices:

- Identify the scale and scope early. For multiple, large complex systems, it may be more efficient to consider separate Master Plans. For defined areas, it may be possible to consider multiple infrastructure services in one Master Plan (e.g. a Master Plan to service a business park).
- Consider if the Master Plan can be integrated with an Official Plan Review, Official Plan Amendment, or Secondary Plan. Integrating the investigations completed as part of the Master Plan can help inform land use planning decisions.

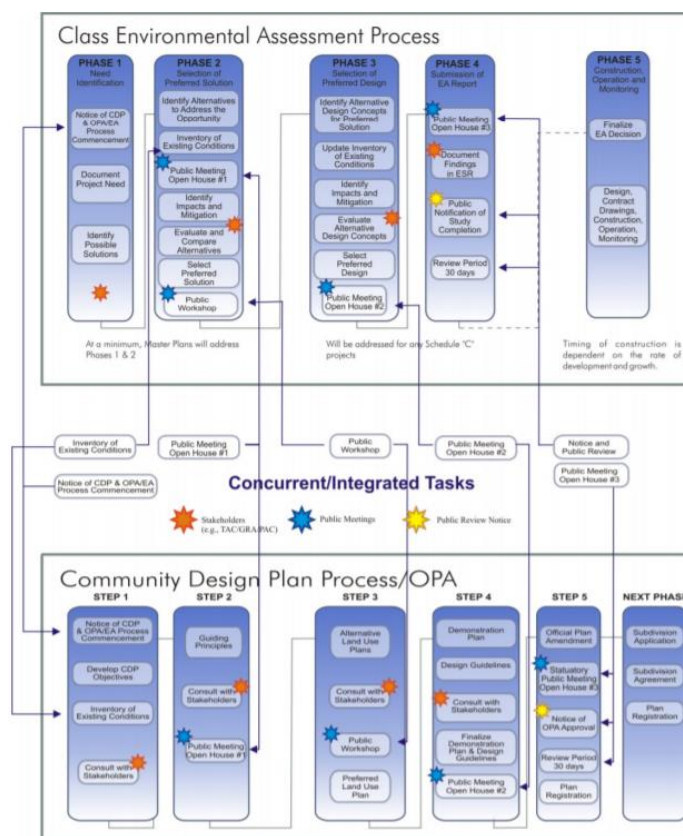
- Identify the need for Master Plans that will benefit future growth. Municipalities may be able to fund a portion of the costs to complete a Master Plan (or plans) through development charges.
- Identify the level of detail appropriate for the Master Plan. If a high-level, broad Master Plan approach is taken, future site-specific studies may be required. Identifying the level of investigation early will help ensure that the appropriate requirements under the Municipal Class EA process are met.
- Large and complex Master Plans, or Master Plans completed with a high level of detail will take a proportional amount of resources and time to undertake.
- When a Master Plan is completed, it is important to update it on a regular, or as-needed basis. Master Plan Update studies can be undertaken to help ensure the Master Plan is current and aligned with current land use planning and infrastructure needs.
- Incorporate Master Plan findings, recommendations and phasing plans into long-term planning documents and budget plans.
- Where private developers may benefit from the completion of a Master Plan, there may be an opportunity for cost-sharing. A Master Plan may include other studies (archaeology, natural heritage) that may benefit developers.

3.3 Integrated Environmental Assessments

The Municipal Class Environmental Assessment (EA) Process allows for the integration of related Planning Act applications and EAs for infrastructure. The intent of combining the two processes is to streamline efforts, avoid the duplication of studies and consultation, and improve environmental protection and land use planning outcomes. At the end of a successful Integrated EA, the requirements under the Planning Act and Environmental Assessment Act are both met. Figure 3.3 shows the concurrent steps in an Integrated Master Plan and Community Design Plan/OPA.

An Integrated EA can be carried out by a single proponent (e.g. a municipality or private developer) or through a co-proponent arrangement between a number of partners. For the infrastructure component of an Integrated EA, the appropriate number of phases of the Class EA process must be completed. If the infrastructure is a schedule B or C, the

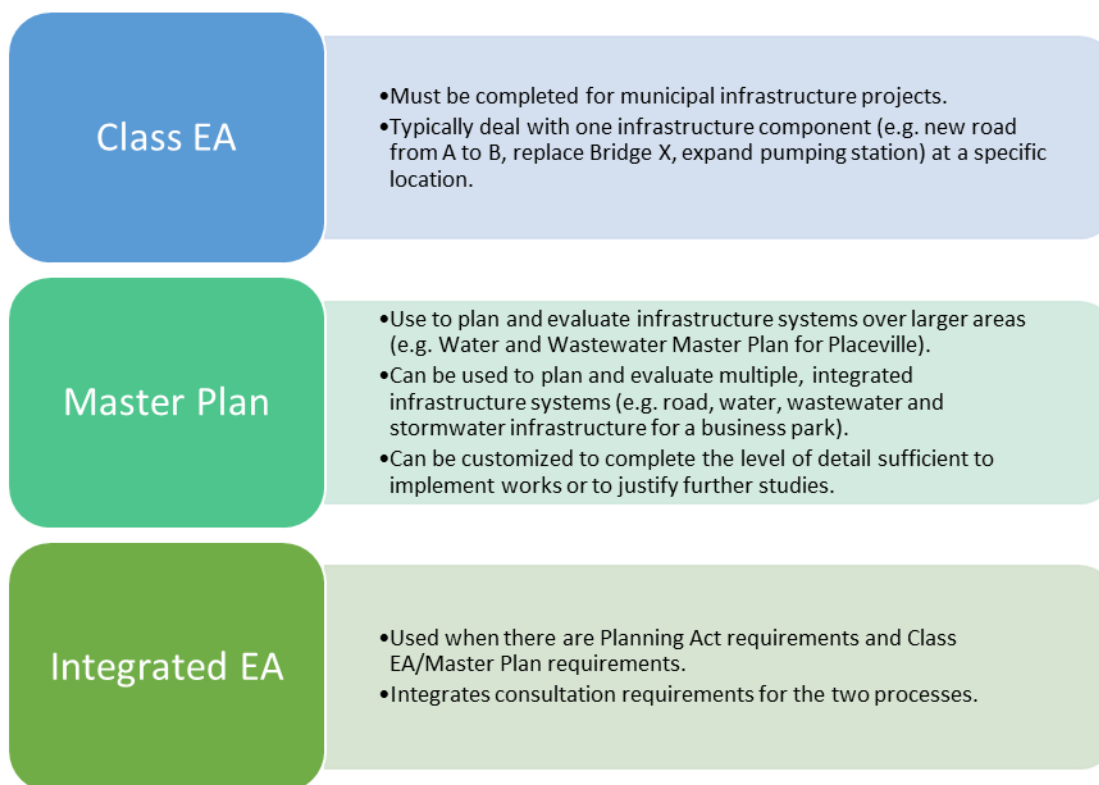
Figure 3.3 Integrated EA Process



Source: Fernbank Community Design Plan, Transportation Master Plan

Integrated EA must address Phases 1-2 or 1-4 of the Class EA process respectively. This includes meeting the documentation and consultation requirements for the Class EA process. The consultation and timing requirements under the Planning Act also must be met. A comparison of the general use of Class EAs, Master Plans and Integrated EAs is provided in Figure 3.4

Figure 3.4 Comparison of Class EAs, Master Plans and Integrated EAs



Integrated EAs can include infrastructure located on lands within the subject area of the Planning Act application as well as infrastructure beyond that. To consider infrastructure located outside of the lands of the Planning Act application through an Integrated EA, the infrastructure must be directly related to or required by proposed development. Infrastructure that is not related to or required to support the Planning Act application should not be considered through the Integrated EA process.

The infrastructure works associated with an Integrated EA process cannot be implemented until the Planning Act application is approved. If the Planning Act application is appealed, the EA requirements are not met until a decision from LPAT allows the project to proceed. When an Integrated EA process is completed, the project is subject to the review requirements associated with the Planning Approval, such as deadlines to meet the conditions of a draft Plan of Subdivision, not the 10-year time lapse associated with Class EAs.

When to use Integrated EAs

The Integrated EA process can be used when the proponent(s) have Planning Act and Municipal Class EA requirements to meet. The types of Planning Act applications that can be completed through the Integrated EA process include the following:

- Official Plan updates,
- Official Plan amendments,
- Secondary Plans,
- Community Improvement Plans,
- Plans of Subdivision,
- Plans of Condominium, and
- Some Site Plan Approvals.

Zoning By-law amendments cannot use the Integrated Approach.

Generally, these are typical situations in which an Integrated Approach could be considered:

- A municipality is undertaking a Planning Act application with infrastructure requirements, or
- A private developer initiates a Planning Act application that has an infrastructure component (either outside the development areas or within it).

If a municipality is undertaking an Official Plan review, Official Plan amendment, Secondary Plan or Community Improvement Plan, it may be appropriate to integrate the planning application with a Master Plan or Class EA for infrastructure components (see Figure 3.5). Integrating the processes at this scale provides the opportunity for the municipality to designate land uses in conjunction with determining how those lands will be serviced. Under this approach, it allows for the analysis of the most efficient and effective means of servicing. Site-specific Class EAs may be required later for any Integrated EAs that followed Master Plan Approaches 1 (for schedule B or C EAs) or 2 (for schedule C EAs); however this approach does make it less likely that further integrated studies would be needed at the Plan of Subdivision or Condominium stage. This is because the feasibility and servicing needs have already been addressed and decided upon. The advantage of utilizing the integrated approach for Official Plan Amendment or Secondary Plans is that it allows for land planning decisions (such as where new growth area should be) to be made based on the most feasible infrastructure servicing options. It also provides a more efficient and cost-effective way of conducting consultation related to the growth planning and the infrastructure components, by eliminating the need to conduct separate consultations.

Integrated EA Examples

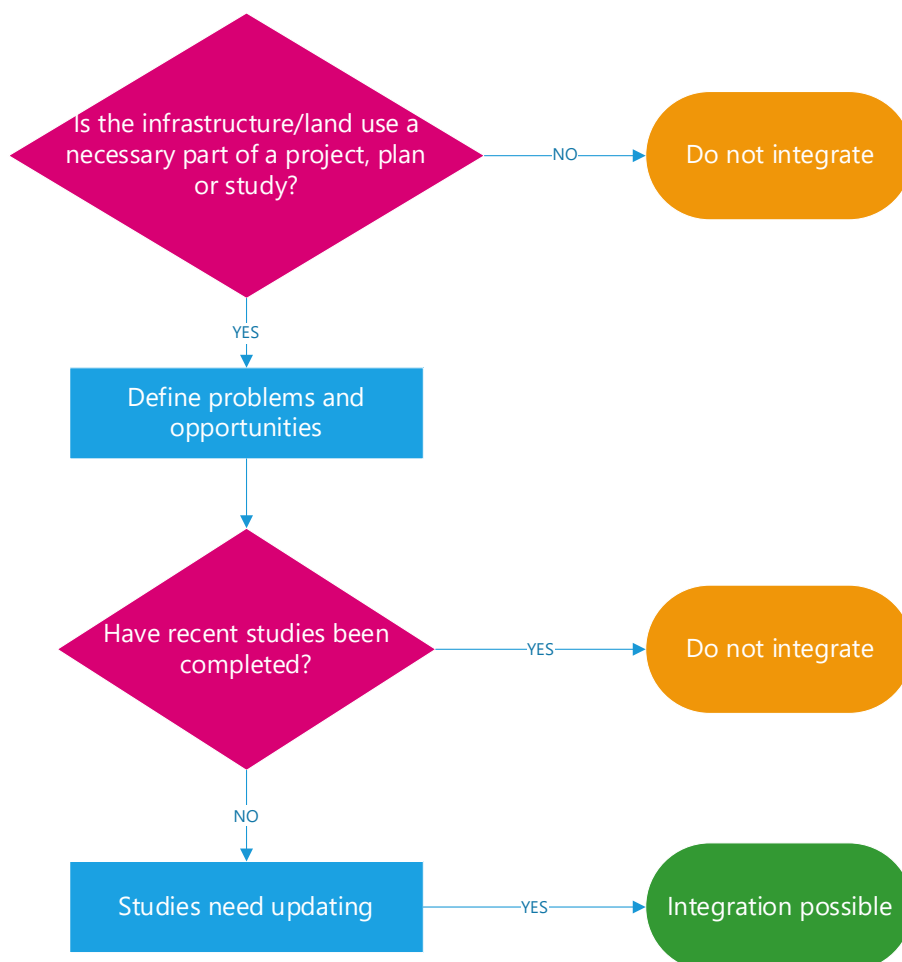
Southwest Courtyce Secondary Plan Update
Southeast Woodstock Settlement Area Secondary Plan and Servicing Strategy

The following is an example of the steps that would be taken to integrate infrastructure planning and development of a secondary plan:

- I. Identify issues and opportunities (for land use and infrastructure)
 - Issue Notice of Commencement (for planning and Class EA component)
- II. Identify and evaluate land use and the infrastructure needs
 - Identify land use options and infrastructure to support each option

- Evaluate land use options and associated infrastructure needs
 - Host a public meeting
 - Identify the preferred infrastructure solution and land use plan
 - If Schedule C infrastructure projects are identified – alternative designs for infrastructure must be evaluated.
 - If the infrastructure projects are Schedule B, the OPA can go before Council for adoption (if OPA approved, Schedule B projects are considered approved)
- III. Issue Notice of Completion for EA and Notice of Option for Secondary Plan

Figure 3.5 Process To Determine if Integrated Approach is Appropriate for Municipal-led Infrastructure and Planning projects



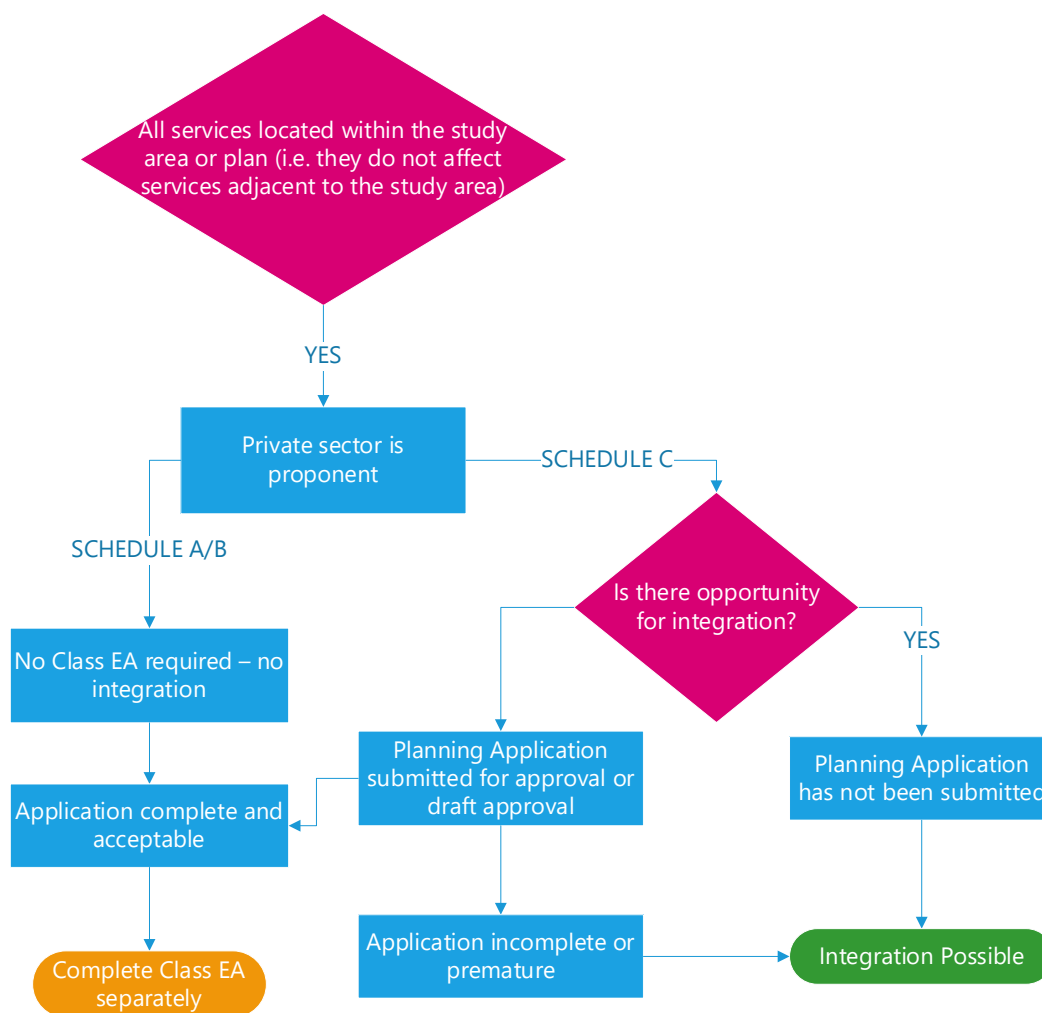
Adopted from: A Guide to Coordinating Integrated Planning Processes, PM Hubbard and Associates

For private developers, an Integrated Approach may be appropriate if the proposed development includes a Planning Act application in addition to a Schedule C EA (see Figure 3.6). This would most likely be the case for large plans of subdivision that require new or major expansions to water treatment and wastewater treatment infrastructure.

In instances where a private development impacts or affects municipal infrastructure, it may be beneficial to consider the Integrated Approach through a shared approach. If the municipality

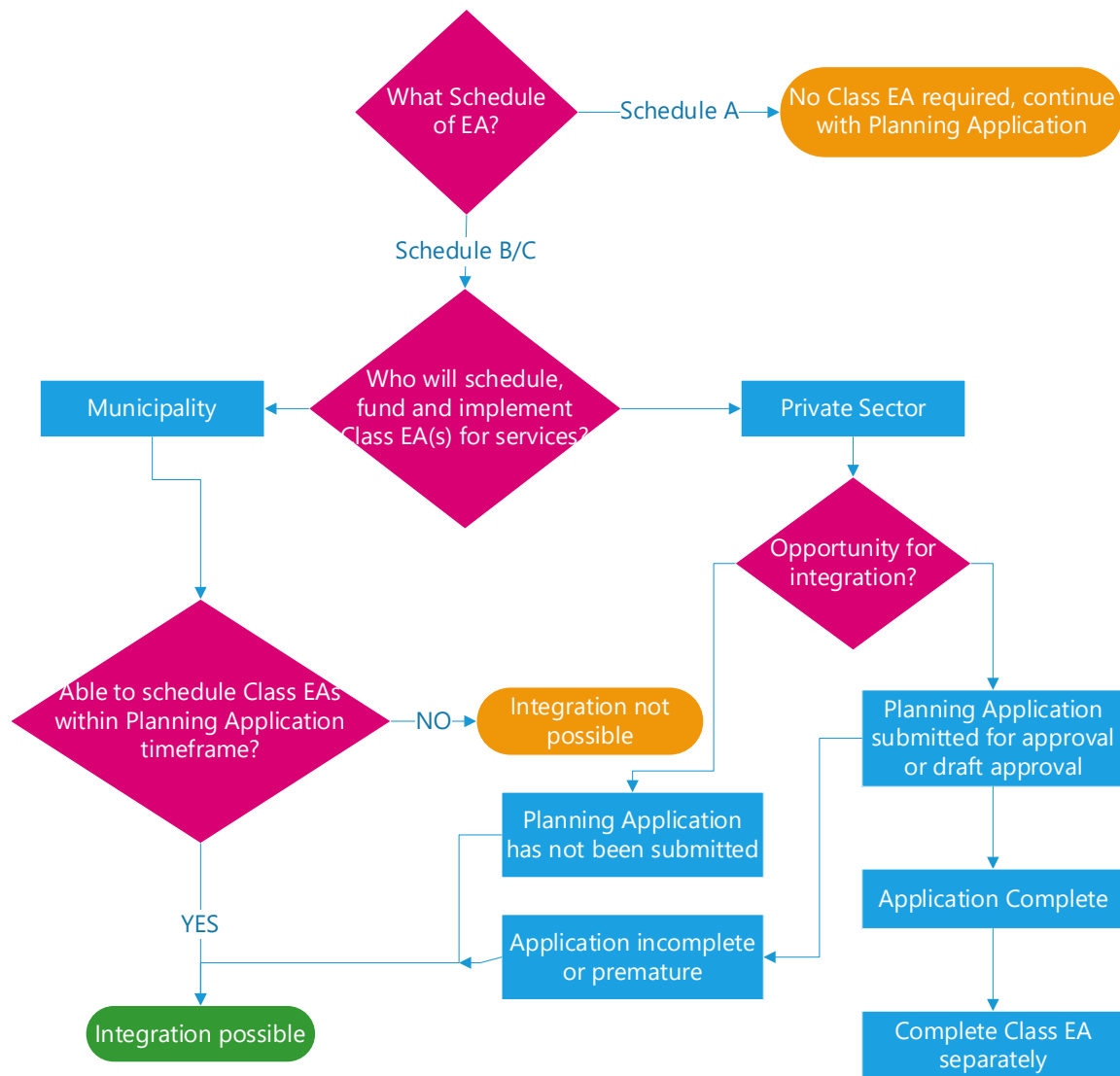
will be responsible for the works constructed by the private sector, the municipality can be the proponent; if the private developer and municipality both benefit from a project, they may become co-proponents; or alternatively, the municipality may wish to proceed as the lead proponent. Generally, a municipality may wish to undertake an Integrated EA with a private developer (either as the proponent or co-proponent) when a development proposal requires a Schedule B or C EA for infrastructure outside of the development proposal area. In such cases, the municipality would enter into an agreement with the private developer regarding funding of the Integrated EA process (see Figure 3.7).

Figure 3.6 Process To Determine if Integrated Approach is Appropriate for Developer-led Infrastructure and Planning projects



Adopted from: A Guide to Coordinating Integrated Planning Processes, PM Hubbard and Associates

Figure 3.7 Process To Determine if Integrated Approach is Appropriate for Joint Municipal and Developer Planning and Infrastructure Projects



Adopted from: A Guide to Coordinating Integrated Planning Processes, PM Hubbard and Associates

The Integrated Approach may be used to ensure land use plans are developed in conjunction with infrastructure needs. Combining infrastructure and land use planning allows for development of a plan that reflects long-term needs from a community perspective and the ability of a municipality to provide the necessary infrastructure. When a municipality and/or private developer is going to undertake an Official Plan, Official Plan Amendment, Secondary Plan, Community Improvement Plan, Plan of Subdivision or Plan of Condominium, and there is a need for infrastructure to support the development, an Integrated Approach can be considered.

When considering an Integrated Approach, the following best practices should be considered:

- The Southwest Region Regional Office of the Ministry of Environment, Parks and Conservation must be consulted early when a proponent is considering utilizing the Integrated Approach.
- When considering implementing an Integrated Approach, the proponent is to consider:
 - Timing of the planning application and overall project schedule. If the timelines for the planning application and infrastructure environmental assessment cannot occur concurrently, it may not be appropriate to use the Integrated Approach.
 - Identifying the studies (e.g. archaeology, natural heritage) that will be required as part of the Class EA and planning processes can assist in determining timelines and cost sharing needs.
- Private developers to consider:
 - Consulting with the Municipality to determine if there are any Schedule C infrastructure requirements (e.g. road, water or wastewater) within the planning application area, or schedule B or C infrastructure projects outside the planning application area that are required to support the development.
 - Depending on the infrastructure required, being co-proponents with the Municipality within the Integrated Approach.
 - Consulting with the Municipality to ensure the proposed approach meets both the requirements of the Planning Act and the Environmental Assessment Act.
- Prior to undertaking an Integrated Approach, municipalities to consider:
 - Developing a strategy or protocol to identify situations when the Municipality will consider assuming the role of proponent and/or co-proponent with private developers. Instances when a municipality may consider being a proponent or co-proponent include:
 - When the Municipality will be ultimately responsible for the works constructed by a private developer;
 - When a project has the potential to impact adjacent municipal services; or
 - When a project will have mutual benefits to the Municipality and a private developer;
- Establish early in the Planning Application process if an integrated approach is appropriate. The Integrated Approach is most appropriate when planning and the infrastructure environmental assessment activities can be planned jointly and concurrently.
 - If one process started before the other, it may be more appropriate to consider a coordinated approach, which would follow separate processes.
- Determine the proponent(s) early in the process.
- If infrastructure studies have been recently undertaken (e.g. a Water or Wastewater Master Plan), it may not be cost-effective or efficient to utilize the Integrated Approach if the studies have already identified infrastructure needs and/or completed a sufficient level of investigation to implement identified infrastructure projects.
- Prior to starting an Integrated Approach, it is important to understand the timing and budget requirements. If the Approach includes a private developer and the Municipality being co-proponents, both parties must understand the potential time required to complete the process and expected timelines. At this point, cost-sharing is to be determined, if applicable.

- When there are co-proponents, cooperation is key as both parties must share information in a timely fashion and provide input within agreed upon timelines.

3.4 Other Studies

Prior to the expansion of growth lands, or development on greenfield and brownfield lands, there may be a need to complete studies. These studies may relate to site specific conditions or proposed land uses, or more regional factors. Where studies have a more regional scale, it may be possible to integrate preliminary investigations with other studies (e.g. Master Plans, Official Plans) or undertake standalone studies to potentially reduce the level of study required for certain sites, or identify where site-specific studies will be required. If regional studies are undertaken, developers should recognize there still may be site-specific requirements (such as an Environmental Site Assessment) that is their sole responsibility to complete. They may also be required to provide an update or report to confirm or support the findings within the regional study. Developers are always encouraged to pre-consult with municipalities and County Planning & Development staff to identify potential study requirements as early as possible.

There are certain studies that may be completed at a broader, more regional level. These studies include:

- Stormwater Management,
- Archaeological Management Plan,
- Traffic Studies,
- Built Cultural Heritage Evaluation, and
- Natural Heritage.

A municipality may undertake regional studies to support growth, or in conjunction with other studies (e.g. Master Plans). When studies are undertaken that benefit growth, there is an opportunity to include the costs of these projects in development charges. Alternatively, a municipality may enter into an agreement with benefiting property owners. Where regional studies have been completed, municipalities should make the studies available to property owners and developers. Developers can also work cooperatively with each other to undertake required studies.

Completion of the above-noted studies is most likely to broadly identify areas where further investigations will be required or provide the basis for site-specific investigations. A regional stormwater management plan will examine stormwater management requirements at a subwatershed level and thereby identify the need for specific stormwater infrastructure needs or requirements. This makes clear the future study needs at a site-specific scale. Generally, these studies are done at a municipal scale – recently, the Municipality of Middlesex Centre completed a stormwater master plan for all the settlement areas in the municipality. The Master Plan was undertaken to consider stormwater management strategies in a more cohesive manner.

Similarly, an Archaeological Management Plan and/or cultural heritage evaluation may be done to identify known archaeological or heritage sites and areas where the criteria are met to require the completion of site-specific studies. It does not preclude areas from development but makes clear the need for additional studies before development can occur. Many larger centres have completed Archaeological Management Plans at a regional (County) level. These Plans, such

as the one recently completed by the Simcoe County and currently underway in Bruce County, identify existing archaeological resources and areas where there is potential for resources. Additionally, these studies include updates to planning policies and guidelines to allow for a consistent approach to integrating archaeological assessments into the planning processes across the region.

A regional or broad-scale traffic assessment can be used to provide a baseline for future studies with respect to traffic counts and turning movements. It may also identify intersections or areas that may be impacted by future development. Generally, these studies are done as part of Transport Master Plans to identify future corridors and where improvements may be needed based on projected future traffic levels.

Increasingly, regional natural heritage studies are being completed in conjunction with Official Plan Updates. These studies typically identify significant natural features, including wetlands, woodlands, Areas of Scientific and Natural Interest, wildlife areas and corridors. These studies are important in identifying areas where development should be avoided. They also provide clarification on what areas may be considered 'adjacent' to existing natural heritage features.

The following are considered best practices for development related studies:

- Municipalities to consider broad, larger scale studies to provide baseline context and information for site-specific studies.
- If municipalities elect to undertake studies that will benefit future growth, those studies should be included in development charges.
- Some studies may be undertaken in conjunction with other studies (e.g. Master Plans or Official Plan Updates). The studies should be made available or shared with developers.
- Where regional studies have been completed, municipalities should consider if and how updates will be undertaken.
- Where developers will benefit from the completion of regional studies by municipalities, developers should consider financial contributions for the work completed.
- Developers must recognize there still may be requirements for site-specific studies.
- Developers may find efficiencies if studies are jointly undertaken for adjacent properties.
- When studies are done at a County or municipal level staff should consider adding mapping layers to existing GIS tools or alternatively, making the maps available for public review.

4.0 Infrastructure Planning Best Practices

Within settlement areas, the availability of sufficient road, water, wastewater and stormwater infrastructure supports growth planning and development. The availability of infrastructure includes not only the physical infrastructure network within the vicinity of development areas, but also must consider downstream networks, treatment and storage components. In new development areas, where growth is proceeding through a Plan of Subdivision or Condominium, the developer is responsible for the installation of local infrastructure. Municipalities must ensure that downstream infrastructure has sufficient capacity to support the development.

Given this, it is important that municipalities take steps to identify potential servicing constraints and opportunities with respect to future growth and plan how to accommodate development in a rationale, cost-effective manner. The planning of future infrastructure must also consider impacts and needs related to the existing systems.

One of the challenges of planning for future infrastructure is that the design lifetime of many of the major components extends beyond the 25-year planning horizon. Infrastructure decisions made in the past can have long term implications for planning. Similarly, infrastructure investments made now will impact planning decisions in the future. Given this inequity between timeframes, it is important that planning and infrastructure needs are integrated and given consideration through long-term studies that consider both.

For the purposes of this guide, this section will examine best practices related to water and wastewater capacity and allocation, cross boundary servicing, major infrastructure expansions, transportation infrastructure and stormwater infrastructure.

4.1 Water and Wastewater Capacity Calculations

Local municipalities should complete capacity calculations for water supply and sewage treatment and keep those calculations current both for the benefit of the municipality and potential developers. Municipalities should also monitor trunk water distribution and sewage collection systems to assess capacity for existing users and potential development. Calculations should be based on existing users, infill lots and any previously approved allocations.

The availability of accurate, up to date information will help expedite the calculation of uncommitted reserve capacity. For reference, the following figure summarizes the basic information and factors that should be considered in the calculation of committed and uncommitted capacity.

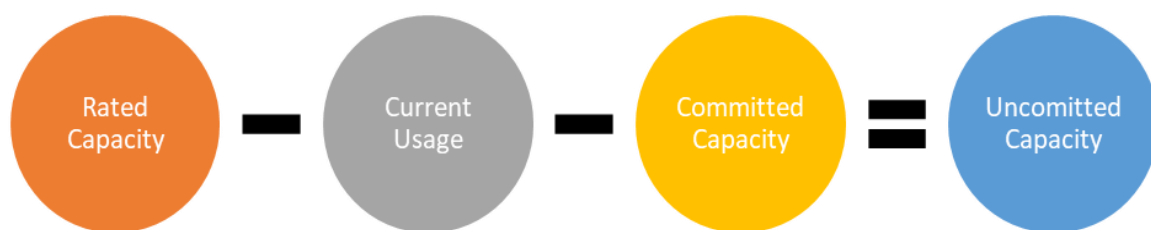
When calculating water and wastewater capacity, the following best practices should be followed:

- Recognize that other factors outside of the rated capacity may also limit development potential, including pumping station capacity, collection and distribution infrastructure.
- Do not use flow data from a single year in a capacity calculation. Use flow data from the last 3 years to accommodate variations that may be the result of increased or decrease usage, and inflow and infiltration.
- Sewage treatment plants and pumping stations are designed for peak flows, so significant inflow and infiltration (I&I) can impact available capacity. If additional capacity

is needed, efforts should be made to reduce I&I. An I&I study should be undertaken prior to reducing the amount of inflow and infiltration assumed in capacity calculations.

- When calculating committed capacity, the calculation should include vacant lots and/or units in registered plans of subdivision, lots in draft approved plans, lots/units in registered Plans of Subdivision/Condominium, and vacant lots created by consent.
- For water systems, if the system cannot meet maximum day demands, or Drinking Water Quality Standards or health parameters, future development may be limited.
- It is recommended that municipalities continuously monitor and review committed and uncommitted capacity on an annual basis.

Figure 4.1 Information Needs for Capacity Calculations



Rated Capacity

- Rated capacity of the water or sewage treatment plant as defined in the Environmental Compliance Approval (ECA) or Municipal Drinking Water License.
- Be aware plant performance for sewage treatment plants (based on effluent quality) may also limit capacity.

Current Usage

- The current residential and non-residential usage based on the maximum daily demand over a 3 year period for water systems or the 3-year average annual daily flow for wastewater systems.
- Be aware that high water/wastewater users can significantly reduce the uncommitted capacity
- Depending on the age and condition of the system, inflow and infiltration may make up a significant portion of the usage.

Committed Capacity

- Should include: Unconnected, approved lots (existing lots of record), lots/units in registered Plans of Subdivision/Condominium, lots/units in draft approved Plans of Subdivision/Condominium, and an allowance for vacant lots created by consent.
- Municipalities should include some allowance within the committed capacity for intensification of existing properties (per Provincial Policy direction encouraging intensification). If an allowance is not included, intensification proposals should be assessed for capacity needs in a similar manner to a Plan of Subdivision to ensure there is sufficient capacity.

Uncommitted Capacity

- Important to track and monitor uncommitted capacity on a continuous basis
- Commonly expressed in Equivalent Residential Units (ERU), which is the water or wastewater flow equivalent to a single detached residence.

4.2 Allocating Capacity

Water and wastewater capacity are limited resources. Municipalities should develop a framework or policy with respect to the allocation of capacity in water supply and/or wastewater treatment facilities for potential development. These policies are often developed by municipal staff, with input from stakeholders and then approved through passage of by-law.

Development of an allocation policy can support future infrastructure planning as it provides a mechanism for prioritizing areas for development (e.g. based on what infrastructure is in place and what is planned), or a process for establishing a queue where capacity is limited. An allocation policy should outline a transparent process for how and when capacity is allocated and the conditions and timelines that must be met. Allocation policies often require developers to submit a separate application for capacity in conjunction with their development proposal.

Many allocation policies currently in place are based on a ‘use it or lose it’ approach, where if a development does not proceed within the agreed upon timelines, their capacity allocation is revoked and reallocated. Development of a policy should consider if extensions will be allowed and what the process for an extension request is. The policy should also outline the conditions when capacity will be revoked or reallocated if the developer does not meet the specified timelines for proceeding with construction.

Municipalities with Allocation Policies:

Southgate
Brantford
Vaughan
North Wellington
North Grenville

Most policies currently in place do not guarantee capacity for the entirety of multi-phase developments that may take place over many years. For developments planned over long time frames, developers should be aware that as part of the draft plan approval process for multi-phase projects, capacity may be allocated individually for phases and capacity for an initial phase is not a guarantee of the provision of capacity for additional phases. For any multi-phase project, it is recommended that developers be required to submit individual allocation applications for each phase.

There are a number of best practices that should be considered or included when establishing a policy directing the allocation of water and wastewater capacity. The goal of any allocation policy should be to establish a process for the allocating capacity in a sustainable and logical manner. When developing a capacity allocation policy, the following should be considered:

Who the policies apply to:

- Consider what types of development should require a capacity allocation (or be required to apply for a capacity allocation). If capacity is very limited it may be prudent to require a capacity allocation for all types of development and building applications.
- Generally, most municipalities have allocation policies that apply to Plans of Subdivision/Condominium, Site Plan applications, Zoning By-law Amendments (including removal of a holding provision), and consent applications. The policy should also specify that an allocation may be revisited if an application is revised.
- Intensification proposals for existing properties should be evaluated for capacity needs in a manner similar to a new Plan of Subdivision.
- Some municipalities, if their capacity calculations include an allowance for infill, exempt development applications that are less than a set number of units (e.g. 2-5 ERUs).

- If existing lots of record are identified within reserve capacity calculations as committed capacity, it may be appropriate to exempt these lots from requiring a capacity allocation.
- For pre-existing development proposals, most allocation policies include a grace period (often 1-3 years) for development to proceed. If the development does not proceed before the end of the grace period, the developer must reapply for a capacity allocation.

How capacity will be allocated:

- Capacity should be allocated on a first-come, first-serve basis where there is sufficient capacity. Large multi-phase developments that may take place over many years (e.g. 10+ years) should not be granted capacity for the entirety of the project at the time of approval. Only the phases that will proceed immediately (within 1-3 years) should be granted capacity.
- Many municipalities allocate capacity through a resolution of Council. Where Council approves capacity allocations, public works, planning and administration staff work together to assess the capacity request and prepare a report for Council.
- Developers should be required to submit a separate allocation application in conjunction with development applications. For multi-phase developments, an application should be required for each phase.
- Capacity may be conditionally allocated or reserved during the draft approval process for Plans of Subdivision. Final allocation is often confirmed upon registration of Plans.
- Where capacity is limited, some municipalities limit the amount of capacity allocated per year, either to a percentage of the uncommitted capacity (e.g. 25%) or a set number of ERUs. This can provide municipalities with some measure of control around the timelines for infrastructure expansions. Municipalities should consider if such an approach would be appropriate for their allocation policy.
- Establish an expiry period for allocations if not utilized, such that unused capacity is revoked or reallocated. Typically for Plans of Subdivision/Condominium if the Plan is not registered and executed within 1 to 3 years, the capacity is revoked. For site plans, consents and zoning amendments, if the plan is not registered/does not proceed within 1 to 5 years, the allocation is revoked.
- Establish a process to allow for renewal of a capacity allocation. Often capacity may be renewed for up to 1 year. Generally, the process involves a written request submitted to the municipality within a set time prior to the expiry of the allocation.
- Where development is proposed over long term phases, municipalities may wish to consider policies allowing capacity to be retained if the developer pays the base water and/or wastewater monthly charges for the number of proposed units associated with the capacity allocation.
- For non-residential development proposals, allocation requirements (in ERUs) should be addressed on a case-by-case basis and not be based on zoning designations. This is because potential water and/or wastewater needs can vary significantly between similarly zoned uses.
- Identify when capacity is considered committed and establish this in the policy.
- Require written consent for the transfer of capacity allocations associated with property sales.
- It is recommended that any allocation policy disallow developers/property owners transferring a capacity allocation from one property to another.

Associated with the development of a policy for allocating capacity, municipalities should consider establishing criteria for prioritizing allocations. Establishing criteria provides Council, staff and developers with clear direction on how allocation applications will be evaluated and prioritized when capacity is limited or there are competing applications. Such a policy can also be used to establish a queue if additional capacity is needed. Municipalities may also wish to establish a ranking or rating system for instances when multiple applications are received, and capacity is limited.

In municipalities with capacity allocations policies and associated prioritization criteria, these policies are often developed by staff and adopted through a motion of Council. The policies are public and are often included with development-related applications or resources.

Outside of evaluating and ranking capacity allocations, a prioritization framework can support the efficient use of existing infrastructure. Leapfrogging, or allowing development to occur beyond the current serviced area and leaving vacant lands in between, should be discouraged through any allocation prioritization policy.

If a municipality wishes to establish a capacity allocation policy that includes criteria for allocating capacity, the following should be considered:

- Municipalities should establish, based on their own priorities and supported by planning policies what types of developments will be considered a higher priority for capacity allocations. In municipalities with allocation prioritization policies, priority is often given to applications for: affordable housing, public facilities, developments associated with employment lands, and applications for mixed uses with a residential portion.
- Development within existing settlement area boundaries should be prioritized over proposals outside of the urban area.
- If there are local planning policies (e.g. Official Plan, Secondary Plan, Community Improvement Plan) in place that identify specific growth areas, municipalities should consider including criteria that prioritize developments in those areas.
- Developments that do not require local infrastructure improvements may be given higher prioritization than those that require downstream infrastructure upgrades.

4.3 Monitoring Capacity and Allocations

Monitoring water and wastewater capacity and allocations makes it easier for municipalities to understand and answer questions around remaining capacity as well as forecast and plan for future expansions if required. Establishing a process for where and how this information is collected and stored is also beneficial from a municipal staffing succession or transition perspective. The need to update reserve capacity calculations will depend on the rate of development and capacity of the water and wastewater systems. Where the rate of development is low and there is sufficient capacity, calculations may be updated less frequently. Where capacity is limited and/or there are numerous developments, capacity calculations should be updated on an annual basis.

The most important component of monitoring capacity and allocations is maintaining and updating information related to existing customers, flows, and commitments. This information is then readily available to staff or consultants to use in capacity calculations. The following actions are recommended for monitoring capacity and allocations:

- Municipal staff should identify if annual capacity calculations are required based on the level of development and uncommitted treatment capacity.
- The compilation of information related capacity allocations should include input from public works, planning and administration staff.
- Data or information that should be tracked includes:
 - Number of existing customers or connections (including residential and non-residential).
 - Development commitments, either formally allocated capacity through an established process or policy (see Section 4.2) or informally allocated capacity during a Planning approval process or discussions with staff. Development commitments include:
 - Units in draft approved and approved Plans of Subdivisions and Plans of Condominium
 - Units associated with site plans
 - Number of lots/units associated with proposed and approved severances
 - The number of potential infill lots, or alternatively, an allowance for infill (e.g., 15% of the existing number of customers).
- Figure 4.2 is an example of a monitoring or tracking spreadsheet for development commitments. It is recommended that development commitments are reviewed and updated on a regular basis.

Figure 4.2 Example of Capacity Monitoring Spreadsheet

Development	Location	Status	Type of Unit	Number of Units	Unbuilt Units	Date of Allocation	Allocation Expiry Date
Sunny Meadows	Erbstowne	Approved	Single Family	80	80	19-Sep-19	19-Sep-22
Sunny Meadows	Erbstowne	Approved	Townhouse	25	25	19-Sep-19	19-Sep-22
Oak Hollow	Potterville	Draft	Single Family	50	25	10-Jun-17	10-Jun-20
Green Acres	Courtown	Proposed Severances	Single Family	5	5	16-May-18	16-May-21

4.4 Establishing Timelines Associated with Capacity Increases

When a water or wastewater system is approaching capacity, it is important to understand the timeframes associated with the lead-up work that must be completed prior to an expansion. The need for increased capacity may be the result of uptake of the capacity by development (or a low amount of uncommitted treatment or supply capacity) or nearing effluent quality criteria, as a result of plant performance and/or increased development. In municipalities with historically low levels of growth and relatively a lesser amount of uncommitted capacity, a single new development can drive the need for increased capacity. This may be the case in many smaller urban centres, which have operated at or near capacity for many years with little new growth. In many cases, growth has historically occurred at such a low or slow pace that it does not drive a need to prepare for or plan an expansion. From a financial standpoint, an expansion may be a significant expense that without associated development, would be difficult to justify and may become a financial burden.

In other municipalities, systems may approach capacity at a steady pace based on sustained levels of development. Where development occurs at a more regular pace, municipalities can better position themselves with respect to planning infrastructure expansions because continued growth is expected, and it may be easier to predict when the expansion will be needed.

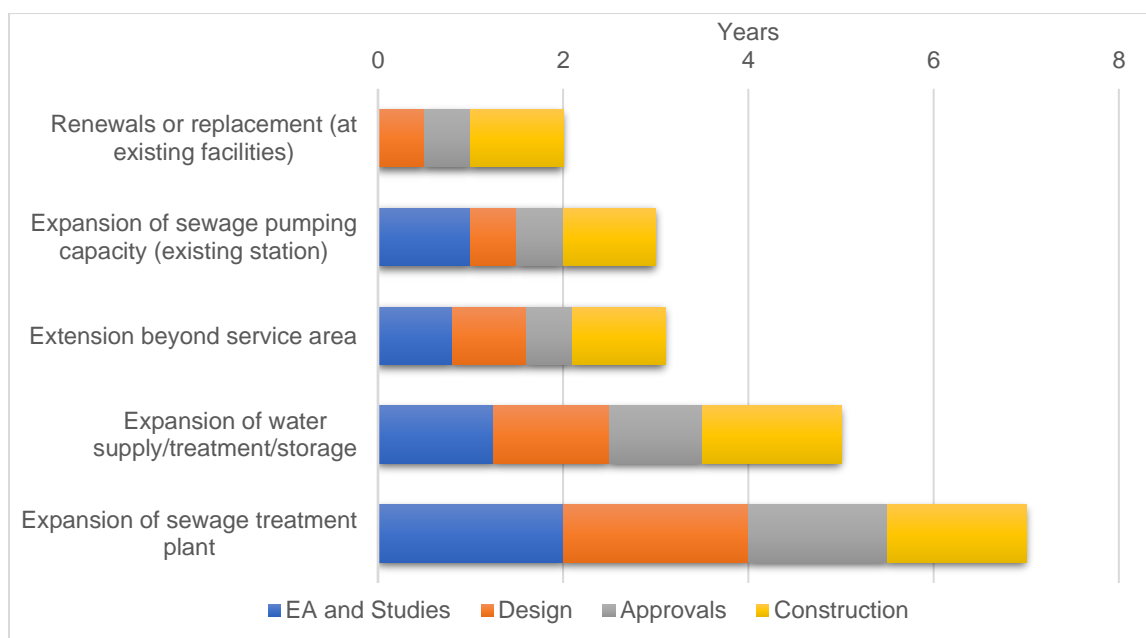
Regardless of what is driving the need for increased capacity, there are general steps and requirements that must be met ahead of any expansions to treatment and supply infrastructure. Ideally, municipalities will be monitoring the uncommitted reserve capacity to put themselves in a position to proactively plan for expansions. There is no governing policy outlining when expansions should be planned and implemented (e.g. when 80% of capacity is committed). This is because there are some municipalities with little or slow growth where plants operate at or near capacity and the costs of an expansion cannot be justified from a municipal financing perspective. The timing of expansions is further complicated when considering that approvals and studies often have expiry dates, limiting how far in advance these can be obtained. Establishing a monitoring program from capacity and working with local developers can assist in forecasting when additional capacity may be required.

The steps and time requirements prior to a capacity expansion will vary based on what level of expansion is required and the existing facilities. These factors will also drive the need for Class EAs and other related studies (e.g. assimilative capacity). If capacity can be increased through upgrades and a rerating within an existing facility, it is expected that the pre-construction work and time need for design and approvals will be less than a large expansion requiring a Schedule C EA, assimilative capacity studies, extensive design needs and approvals.

There are a number of potential methods of increasing capacity, and generally the requirements in terms of time for studies, design, approvals and construction will vary depending on what solutions are being pursued. The following chart (Figure 4.3) outlines approximate timelines associated with increasing capacity through upgrades at existing facilities, expansion of existing pumping stations, extensions beyond existing service areas, major expansions to water treatment, supply and storage infrastructure, and expansions of sewage treatment plants. It should be noted that most upgrades or replacements of components within existing facilities are pre-approved under the Municipal Class Environmental Assessment process, but municipalities are encouraged to evaluate this on a project by project basis or seek professional advice if they are unsure.

Increasing capacity through an upgrade or replacement of an existing facility, where a Class EA is not required, should be planned to anticipate approximately 2 years of work (design, approvals and construction) before the infrastructure is online. Expansions of sewage pumping stations and extensions of services will likely require an EA (taking approximately 1 year), followed by another year for design and approvals and a third year for construction. If a new water storage facility or well is required, the process to implement those infrastructure components can take 5 years. The expansion of a sewage treatment plant, due to the need for studies, extensive design requirements, regulatory review and approvals may take 7 years prior to implementation. Environmental constraints, additional studies (e.g. Stage 3 or 4 archaeological assessments), appeals, local politics, and approval delays can significantly impact any of the above timelines.

Given this, municipalities should consider these timelines in light of uncommitted capacity and the rate of development to have sufficient time to complete the necessary studies, design, approval processes and construction ahead the need for additional capacity.

Figure 4.3 Estimated Timelines for Implementing Infrastructure Expansions

4.5 Pre-Servicing Agreements

When a development is proposed through the Site Plan or Plan of Subdivision/Condominium process, there may be instances when a developer requests permission to install on-site services (roads, watermains, sanitary sewers, stormwater infrastructure) prior to receiving final approval. If the municipality agrees to allow the on-site servicing to proceed, a Pre-Servicing Agreement should be entered into by both parties.

Ultimately, it is up to municipalities to decide if they will consider allowing developers to construct works under a pre-servicing agreement ahead of final approval of the development. There are risks associated with pre-servicing to both the developer and the municipality. From the development perspective, developers should understand and acknowledge that all pre-servicing work is done at their peril and municipalities may not assume responsibility for work that is done as part of the pre-servicing. Additionally, most pre-servicing agreements require the developer to be subject to requests for changes based on municipal review and any changes will be solely at the developer's expense. Developers should also be aware that pre-servicing does not guarantee final approval and there may be significant financial ramifications as a result, if final approval is not achieved.

Municipalities face risk associated with pre-servicing through the potential for litigation and claims if a developer perceives that the municipality has delayed or hindered final approval. The potential for a developer to default during the pre-servicing construction or prior to final approval is also a risk to municipalities. For these reasons, many municipalities do not allow pre-servicing agreements.

Should a municipality consider entering into pre-servicing agreements, the following best practices should be considered:

- Municipalities should develop a pre-servicing request form that outlines:
 - What documentation is required (e.g. legal survey, engineering drawings, technical reports, cost estimate, etc.),
 - Property information,
 - Ownership information,
 - Applicant information (if not property owner),
 - Current and proposed land uses,
 - Servicing details, and
 - Declaration of owner or authorized agent.
- Where municipalities have not previously entered into a pre-servicing agreement, they should consult a professional to assist in development of the agreement.
- Pre-servicing agreements should explicitly state that developers acknowledge that pre-servicing work is done at their peril and the municipality assumes no responsibility for any work that is done.
- Pre-servicing agreements generally should not permit any connections be made to municipal systems as part of the pre-servicing work.
- Developers should be required to provide a letter of indemnification to the municipality identifying any outstanding items from the engineering submission and stating the developer is proceeding at their sole risk on that basis.
- Within the pre-servicing agreements, municipalities should require the owner to supply proof of liability insurance in the amount of at least \$5,000,000 with the municipality names as co-insured.
- Pre-servicing agreements should only be considered if the developer has:
 - Nearly fully completed detail design and any incomplete items are not relevant to servicing (e.g. sign wording, open space design items).
 - Has retained a consultant to oversee pre-servicing works.
 - Environmental Compliance Approvals have been issued.
 - Any other approvals (e.g. conservation authority permits) have been obtained.
- Municipalities should also require sufficient securities, should the developer cease work. Some municipalities require the full cost of services in securities, others a percentage of the full costs. Municipalities that require lesser amounts in securities should recognize the potential financial risks if the securities are required to complete or repair the work.
- The amount required in securities should be applied consistently throughout the municipality and across developments.

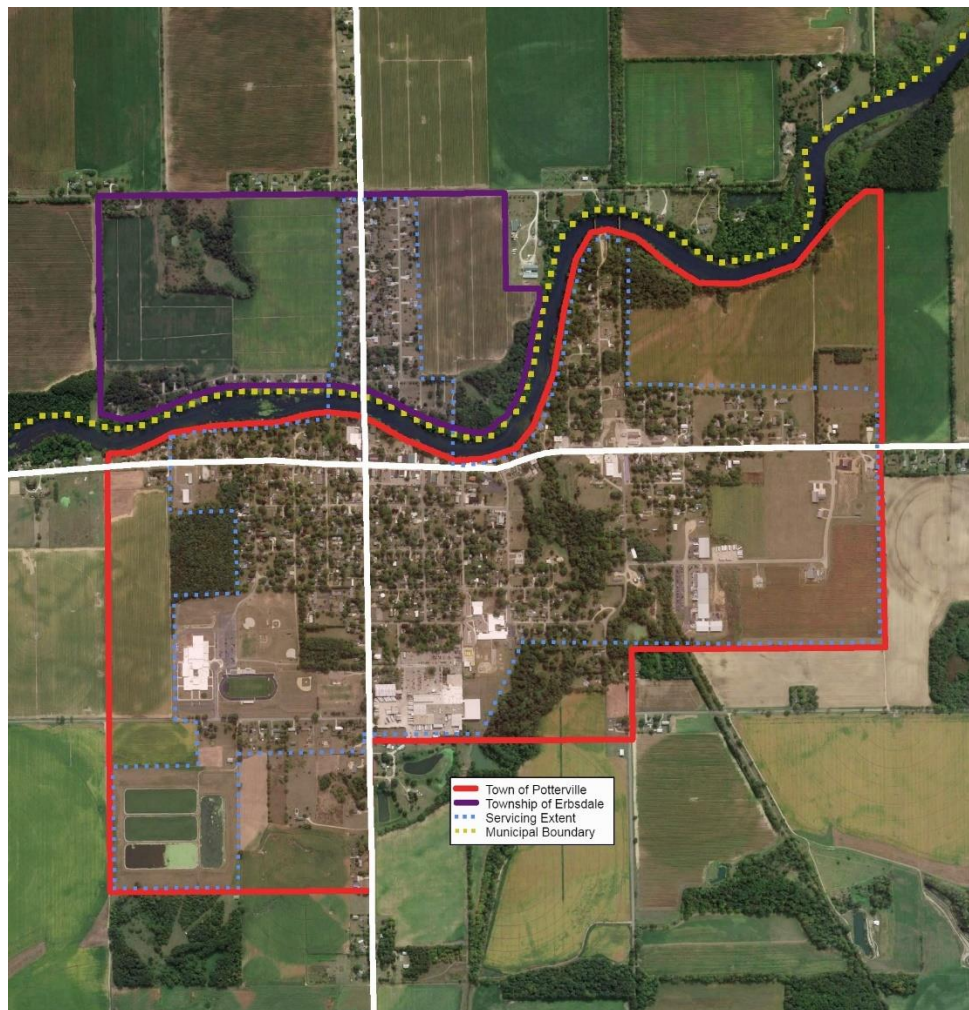
4.6 Cross Boundary Servicing

It is not uncommon that development proposals occur near a municipal boundary where services may be available from the neighbouring municipality. Municipalities are encouraged to consider policies and potential agreements with their neighbours with respect to cross border servicing when it comes to planning for infrastructure needs. Cross boundary servicing agreements for hard infrastructure or joint funding agreements for soft services (such as recreation facilities) can result in cost reductions and improve the ability of municipalities to sustain and enhance local services. Cross boundary servicing agreements may also result in economic benefits for both municipalities when servicing supports non-residential growth. For

example, if servicing is extended to support a commercial or industrial development in one municipality, the economic spinoff is likely to also benefit the municipality providing services through residential growth.

An example of cross boundary servicing is shown below in Figure 4.4. In this example, there is a small development area within the Township of Erbsdale that is serviced by the Town of Potterville. In this example, the Township of Erbsdale benefits from the provision of water and wastewater services, which allows development within a designated growth area. The property owners in the serviced area of Erbsdale contribute to operating, maintenance and capital costs of the Potterville services. The cross boundary agreement benefits Potterville in that they are fairly paid for the services provided. Potterville as a whole also benefits from the provision of services to the other municipality, as the property owners in Erbsdale will use and support commercial, institutional and recreational services in Potterville. In the future, should Erbsdale wish to designate additional lands for development, it would be in the interest of both communities to discuss and come to an agreement on servicing, potentially including, if needed, capital contributions towards an expansion of the water treatment or wastewater treatment system.

Figure 4.4 Example of Cross Boundary Servicing Between Two Municipalities



Agreements for cost sharing or paying for services provided by another municipality are utilized because other financing mechanisms (such as development charges) are generally not suited for funding shared services. While development charges can be collected for services provided outside a municipality, development charges can only be collected for growth-related capital projects and not operational or maintenance costs. Development charges are also limited in their use for funding shared services as they are only collected from new growth as it occurs, and not the existing population. The Development Charges Act does not speak to how municipalities should transfer monies collected for capital growth projects in another municipality, but typically an agreement would need to be in place for the transfer of funds which negates any efficiencies in collecting through the Development Charges Act.

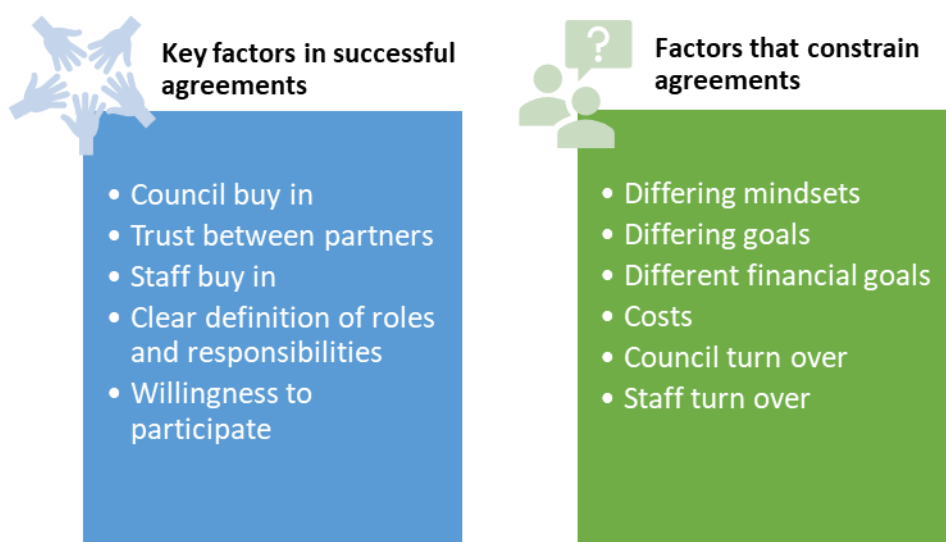
Generally, there are five factors that motivate inter-local cooperation through shared services or agreements (see Figure 4.5).

Figure 4.5 Factors that Motivate Inter-Municipal Partnerships



Municipalities should strive to identify potential servicing needs from neighbouring municipalities to proactively start discussion regarding cross boundary servicing. It is important to understand that there may be circumstances where municipalities will be unable or unwilling to extend servicing outside of their boundaries. This may be the result of a perceived lack of benefit or a lack of financial or servicing capacity.

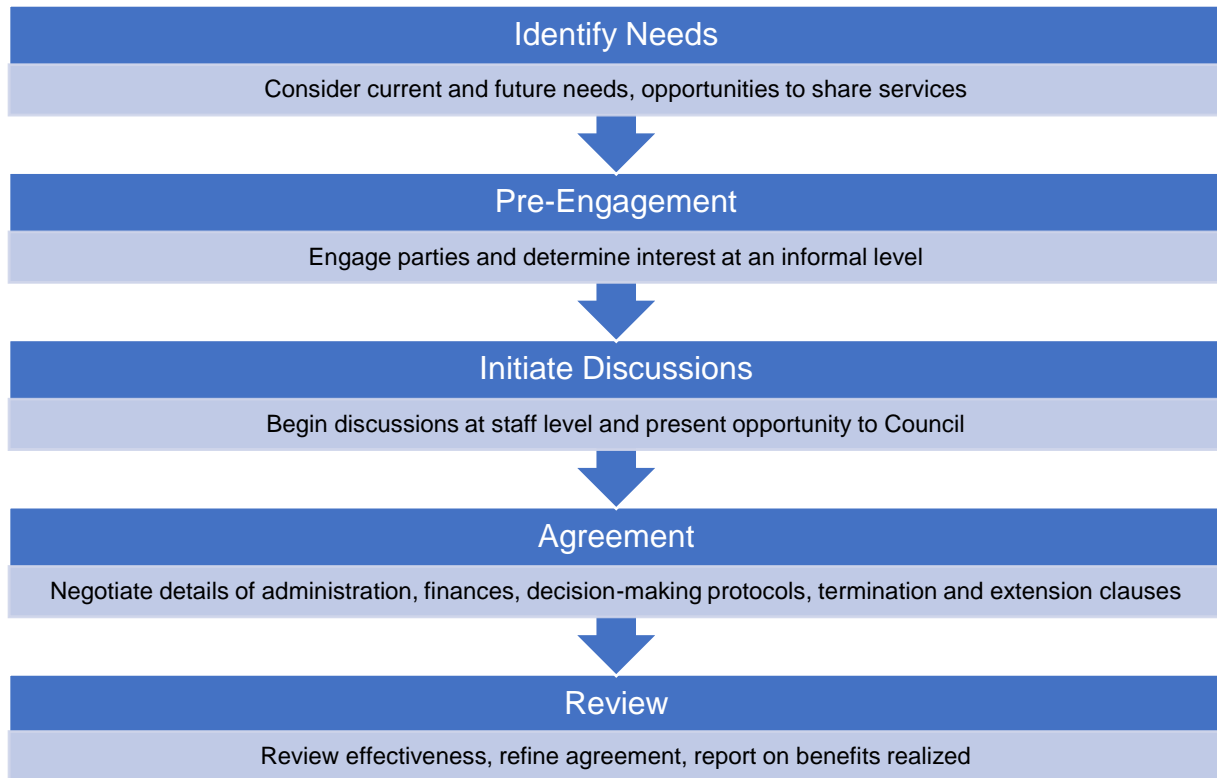
Shared servicing agreements, regardless of the type of service being provided, generally must satisfy a common interest, provide mutual benefits, and be cost-effective to support an effective and long-lived partnership. There are a number of key factors that can support development of a partnership as well as those that may work against it. These factors are outlined in Figure 4.6.

Figure 4.6 Factors that Influence the Success of Agreements

Where a neighbouring municipality is potentially receptive to providing services, it is important to establish an agreement to ensure services can be provided in an effective and efficient manner for both parties. Generally, the type of agreement (formal or adaptive) will depend on the type of services needed or to be shared. Formal agreements, such as a servicing agreement or other mechanism like a Joint Municipal Servicing Board, are typically utilized for large budget services such as water and wastewater services or funding of large recreation facilities. These types of agreements require that processes, responsibilities, authorities, outcomes and financial matters are clearly defined from the start. They often have fixed expiration dates and set out specific requirements for termination. The benefit of this type of agreement is that it provides stability and clearly outlines financial and administrative requirements for all parties involved.

Adaptive agreements are typically broad in nature and allow flexibility to respond to changing circumstances. An example of an adaptive approach may be a shared set of guidelines for coordinating local efforts. Typically, this approach is taken for services that are already in place such as mutual aid. Often adaptive agreements do not include termination clauses or expiration date. These types of agreements have been used to provide staff training services, library, and cultural services more efficiently.

When a municipality identifies a potential need for shared services, there are a number of general steps that should be followed:



When first approaching a request for shared services or a cross boundary agreement, it is important that both parties understand the current cost of services, forecast future needs and determine if there is sufficient capacity to support those needs. Early in the process, it is important to provide as much information as possible with respect to costs and service levels. Identifying the benefits, required resources and needs early will also help to bring people on board. During the initial discussions with staff, the goal should be to develop a clear understanding of needs, common ground, service aspirations and priorities to later guide the framework of the agreement. During the initial discussion with Council, it is important that staff highlight the economic, social and political advantages of the cross boundary agreement or shared service agreement.

When it comes to developing the framework for cost-sharing, it is important that all the costs are identified and discussed. These costs may include: operating costs, maintenance, capital costs, reserve contributions, liabilities (existing debt), insurance and administration needs. Generally, it is advised that operating and capital costs are not combined but remain as separate costs. How costs are allocated will vary depending on the service and any non-monetary contributions from the parties. Regardless of how costs are allocated, the approach should promote transparency, equity for services received, and a relatively simple method to administer. The most common approaches to cost sharing are noted in Table 4.1.

Table 4.1 Cost Sharing Approaches for Cross Boundary Agreements

Approach	Used for	Notes
Usage	Sewage, water, landfill services	Rates need to incorporate maintenance and capital reserves or have use flat fee for capital and maintenance reserves
Population	Police services, Health care, library services, ambulance	
Weighted Assessment	Fire services, recreation, ambulance, recreation services	Similar to the usage approach, consideration should be given to how funds for maintenance and capital reserves are collected from both parties.
Flat Fees	Recreation services, staff training	Contribution cap may be advisable if there is a significant difference in population

When developing the framework for cost sharing, especially with respect to water and wastewater services, it should be recognized that there will be expectations for contributions towards maintenance and reserves for larger system components (trunks, treatment facilities), as these facilities are associated with the provision of the service. Historically some municipalities have charged a premium rate (e.g. 125% or 150% of the costs within vendor municipality) for operating costs for services outside their borders. This typically reflects a desire to either limit how much service is provided (i.e. discourage extension of services), or as a way of recognizing that funds are contributed to the service in the vendor municipality from overall tax revenue. Premium rates may also be considered to pay towards the historic capital costs for treatment, distribution or collection systems. If a premium rate is negotiated and to be included in an agreement, it is important that the rationale behind the rate is clearly outlined and understood for transparency and to allow for public and Council support. Staff should be able to provide a simple answer for why a property owner will pay more on one side of the street compared to the other.

Examples of cross boundary servicing agreements related to major water and wastewater infrastructure include:

- City of Guelph and Guelph-Eramosa Township. The City of Guelph provides wastewater treatment service for the community of Rockwood in Guelph-Eramosa. When Rockwood required additional sewage treatment capacity, the two municipalities agreed upon a capital charge paid by Guelph-Eramosa for an expansion of the Guelph Wastewater Treatment Plant. The capital charge was equivalent to the development charges for purchasing capacity.
- Municipality of Kincardine and Township of Huron-Kinloss. The Municipality of Kincardine provides water and wastewater services to the Huronville area of Huron-Kinloss. Residents in Huron-Kinloss pay a premium for services – rates for Huronville residents are 125% of the Kincardine rates for water and wastewater services.

Best practices related to cross-boundary services include:

- Municipalities should identify potential servicing needs in conjunction with planning reviews (e.g. Official Plan reviews) and start discussions to present benefits and determine interest with adjacent municipalities.
- Recognize that cross boundary agreements may take significant time and staff resources to see through to signing.
- When developing shared service agreements, it is important that the objectives and approach are discussed in an open and transparent manner.
- Staff involved in the negotiation of an agreement should be capable of building trust and confidence in order to champion the process through to completion.
- Keep stakeholders informed throughout the process.
- Link the benefits of the agreement to municipal policies and strategic directions.
- From the initial phases of discussions through to signing of the agreement, it is important that the parties are forthcoming with expectations, information and realistic costs.
- It is important to manage public and political expectations about the timing (how long it may take to negotiate an agreement), costs, and benefits.
- Develop timelines for securing buy-in from staff and Councils
- Once the financial framework is established, each municipality should do an internal cost-benefit analysis.
- Ensure both parties are prepared to devote time to negotiate an agreement and to review it.
- Agreements for servicing should outline or specify:
 - What level of service will be provided,
 - Operation and potentially ownership of services,
 - The duration of the agreement,
 - Any contributions to be made to capital or operating costs and when these contributions are to be made,
 - The agreed upon cost allocation framework, including method of payment and actions upon non-payment,
 - Contingency plans for managing unforeseen or emergency situations, and
 - A dispute resolution mechanism, including who is involved and how decisions will be made.

4.7 Expansions to Major Infrastructure

The first step in identifying or planning for when major infrastructure facilities will need expansions is understanding the current capacities of these facilities. For the purposes of this guide, major infrastructure includes water supply, treatment, pumping and storage facilities and trunk watermain. From a wastewater perspective, major infrastructure includes treatment facilities, sewage pumping stations and trunk sewers. Understanding the capacity of these facilities and their condition is a critical component in developing potential timeframes or milestones for when an expansion is required.

It is also important to understand what development is planned and develop a forecast of future growth. The need for infrastructure expansions is determined by both capacity and demand. There is no simple formula for determine when major infrastructure facilities should be

expanded, it is up to municipalities to monitor capacity and demand and respond accordingly. There are tools however, that can assist municipalities in planning for infrastructure expansions by examining capacity and demands. A Master Plan under the Municipal Class Environmental Assessment process can examine infrastructure systems in terms of condition and capacity and forecast current and future needs.

Regardless of whether a Master Plan being utilized for planning, it should be recognized that there are number of steps that must occur prior to infrastructure expansions. Municipalities may wish to proactively plan expansions prior to capacity constraints that may limit development. However, there may be some instances, especially in smaller rural communities, where it is not economically feasible to undertake the steps to expand capacity without a commitment from the development requiring the service.

The steps and time required for expanding infrastructure will depend on what facilities and what type of expansion is proposed. Some expansions will take less time to implement, where large expansions (e.g. a new well or significant expansion to a sewage treatment plant) will take a number of years to complete. Given this, it is important to understand what type of expansion will be needed and the likely timing of the demand to ensure any required studies, design and approvals can be obtained in advance. The timelines associated with various major water and wastewater infrastructure expansions are summarized in Section 4.4 (see Figure 4.6).

Depending on the scale and scope of the expansion, a Municipal Class EA may be necessary. If the expansion involves upgrades accommodated within existing buildings (e.g. sewage pumping stations), the EA may be considered pre-approved. Generally, expansions of existing facilities that involves upgrades or repairs will take less time and pre-planning than expansions.

Generally, the more complex the facility requiring expansion, the longer it will take to plan, design, get approvals and construct. New water supply or major expansions to sewage treatment plants may take 5 to 10 years to implement from the time the need is identified. This is due to more complex environmental assessments that typically involve additional studies (assimilative capacity, source water modelling) and significant design and approval time. If a municipality is experiencing steady or an increasing trend in development, they should monitor capacity and forecast development to determine when and if a major expansion is needed so there is sufficient time to complete the necessary steps before a hold has to be placed on development.

Municipalities can collect capital costs for works to be constructed that benefit future growth through development charges, if a bylaw is in place. If expansions to major infrastructure are required or forecasted, municipalities can add these projects into their development charges. Generally, these projects are added to development charges once the estimated costs and design population are established.

There may be significant costs associated with major infrastructure expansions. Consideration should be given to negotiating with developers for capital contributions during the approval process.

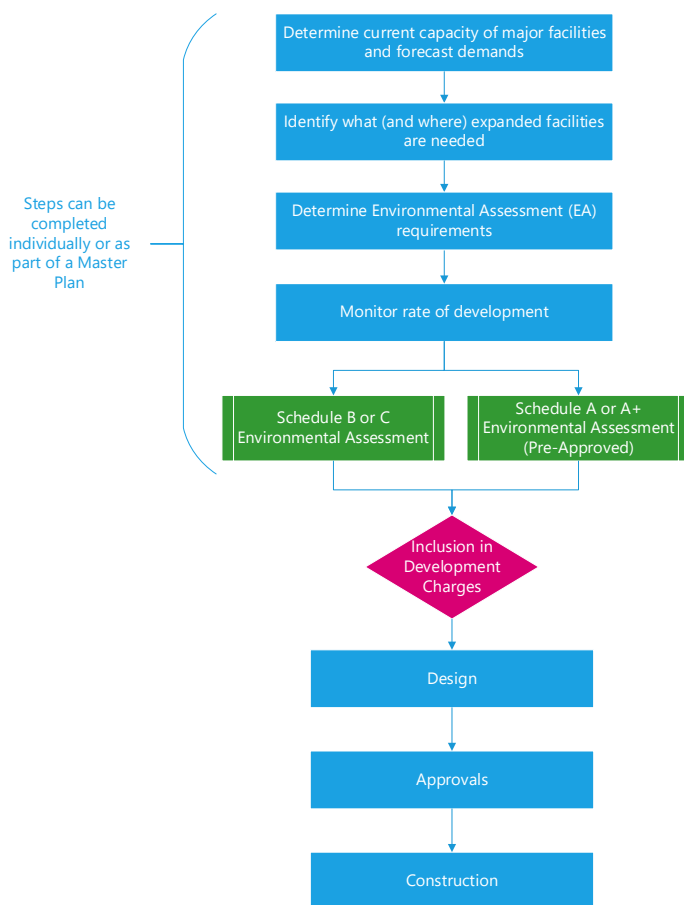
It should also be recognized there may be significant barriers or constraints that will impede expansions of infrastructure and therefore, potentially limit growth. These constraints include:

- Insufficient water supply,
- Insufficient receiver for additional effluent,
- Significant natural features (e.g. woodlands, wetlands) that may limit ability to expand existing infrastructure,
- Costs, especially if a higher level of treatment is required, and
- Lack of political support.

The following are considered best practices for major infrastructure expansions:

- An effective method of planning water and sewage servicing strategies is through the preparation of multi-year servicing plans or Master Plans. Master Plans are a long-range planning tool that can be utilized regardless of the pace of development.
 - These plans can be done in support of revisions or in conjunction with an Official Plan Review for growth area studies (e.g. Secondary Plans).
- If a Master Plan approach is not utilized, municipalities should determine and monitor the capacity of major infrastructure components in relation to growth forecasts to identify potential constraints for future development
- Utilize development charges as a means of collecting for growth-related needs.

Figure 4.7 Steps for Expanding Major Infrastructure



4.8 Road and Intersection Improvements

For many development proposals, it is common that intersections and the approaching roads may require improvements with the addition of turning lanes and potentially traffic signals. While it is difficult for municipalities to predict the type of occupancy that may be considered for development areas, it is prudent to be aware of traffic volumes and the extent of existing traffic congestion. Should municipalities know of, or identify existing issues with a road section or intersection, they can proactively engage a traffic consultant to evaluate the impacts of future development. Where extensive growth is forecasted, a municipality can also undertake a Transportation Master Plan to identify current and future needs related to road infrastructure.

Generally, many larger municipalities have utilized Transportation Master Plans to identify road deficiencies and potential future road improvement needs, based on forecasted growth or where existing development areas are. Often these master plans use traffic demand modeling to identify where major improvements (such as widenings, roundabouts, traffic lights) may be required in the future, over the short, medium and long-term. Master Plans can also identify where lands may be required for road improvements or new roads. Depending on the level of investigation of the master plan, projects may be designed and implemented or may require a Class EA study. Transportation master plans can also incorporate pedestrian and active transportation needs, such as multi-use paths, paved shoulders, and pedestrian crossings based on current and future needs. Figure 4.8 is an example taken from

Figure 4.8 Example of recommendations from a Transportation Master Plan (Town of Innisfil Transportation Master Plan Update)



the Town of Innisfil Transportation Master Plan Update, showing the recommended works and improvements to the transportation network as identified through the master plan process.

With many applications for development, a Traffic Impact Statement (TIS) should be provided. The County of Huron has developed a document, Transportation Impact Assessment and Access Management Guidelines – July 2019, to assist developers in determining whether traffic studies should be required on County roads. Generally, TIS are done during the development proposal stage, as trip generation is most accurately forecasted when the type of tenant is known. The MTO has similar guidelines and any development adjacent to a Provincial Highway will need to complete traffic studies to satisfy the Province of Ontario.

For municipal roads, municipalities should understand the types of development that generate considerable traffic and request a TIS to review adjacent infrastructure as warranted. Generally, municipalities may wish to request TIS and road counts in response to development proposals that are:

- Large scale commercial or industrial developments,
- Large residential development proposals,
- May impact local, existing traffic movements,
- May generate significant volumes of traffic (e.g. fast food retailers, big box retailers), and
- Where there is the potential for impacts to existing known problem areas.

If the TIS identifies the need for improvements (e.g. turning lanes, signals), the project is typically funded by the developer. The basis for this approach is that if the development were not to proceed, the improvements would not likely be necessary.

If the municipality has undertaken a study that has identified future road or intersection improvements needed as a result of projected growth, those projects may be collected for through development charges. Often in these instances, municipalities construct the infrastructure and then collect development charges as development occurs. If improvements are needed after development has occurred, development charges cannot be utilized as development charges are only collected from new development. Depending on the scope and scale of improvements needed, municipalities may wish to consider a local improvement rate charge.

The following are considered best practices for road and intersection improvements:

- Municipalities should require TIS for developments with the potential to generate increased traffic, impact local traffic movements or impact a known problem area.
- Municipalities can undertake traffic studies for known problem areas or potential growth areas to forecast potential future needs (e.g. roundabout, signals)

4.9 Road and Network Design

When it comes to new roads developed as part of growth often these roads are extensions of existing roads or connect to the existing road network. Municipalities should encourage road patterns that are continuous, avoid dead-end streets, and provide linkages with the existing road system when presented with development proposals. In many rural urban areas, development tends to occur at the edges of the settlement area, outside of where road allowances are established.

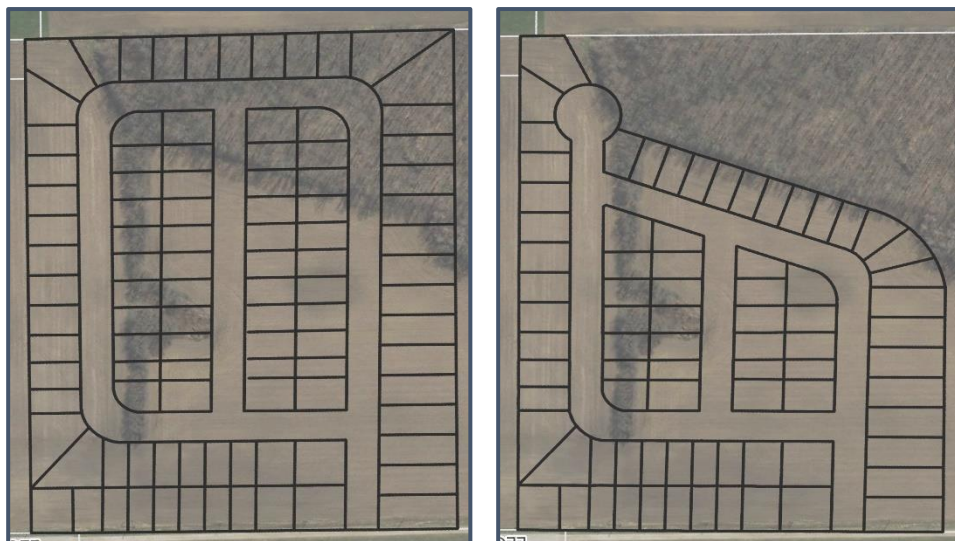
Establishing New Road Allowances

Generally, most new road allowances are established through the development processes, most commonly site plans or Plans of Subdivision. Municipalities do have the authority, under the Planning Act, to identify and protect strategic public and private lands from development for the purposes of infrastructure lands such as road allowances. When a municipality wants to establish the location of a new road allowance, generally this is achieved through a Class EA or Master Plan process. For example, if a municipality owns lands designated for an industrial or business park, often the locations of road allowances are established through the EA or Master Plan to service the lands. The road allowances are then incorporated into Official Plan and Zoning Bylaw mapping.

When development is proposed, a municipality can acquire land for allowances at no cost, free of encumbrances and encroachments as part of the development process. Typically, the conveyance of lands for road allowance is a condition of approval. Typically for site plans and

plans of subdivision or condominium, the developer will propose a road layout and the locations of road allowances are negotiated and decided upon as part of the development process.

Figure 4.9 Two Examples of Roads Planned Through a Plan of Subdivision



When establishing new road allowances, whether being led by the municipality or a private developer, the constraints posed by significant natural features should be recognized. There may be significant natural features such as woodlands, wetlands or hazard lands at the boundaries of urban areas or within urban areas. These features have significant value as well as protection from development through Provincial and local planning policies. Generally, it should be assumed that development within these areas and adjacent to them will be limited. Given this, road networks should not be planned to intersect these areas. Figure 4.9 shows an example of a proposed road network in a development where a portion of the property has a natural feature, in this example a significant woodland. Given the woodland is considered significant, it is unlikely the road network and development pattern shown on the left would be approved. The road pattern on the right shows an alternative road network that avoids intrusion into the significant woodland. Additionally, to promote efficient land use and increased servicing costs, roads should not be considered immediately adjacent to natural areas, such that future development will be limited to one side of the road.]

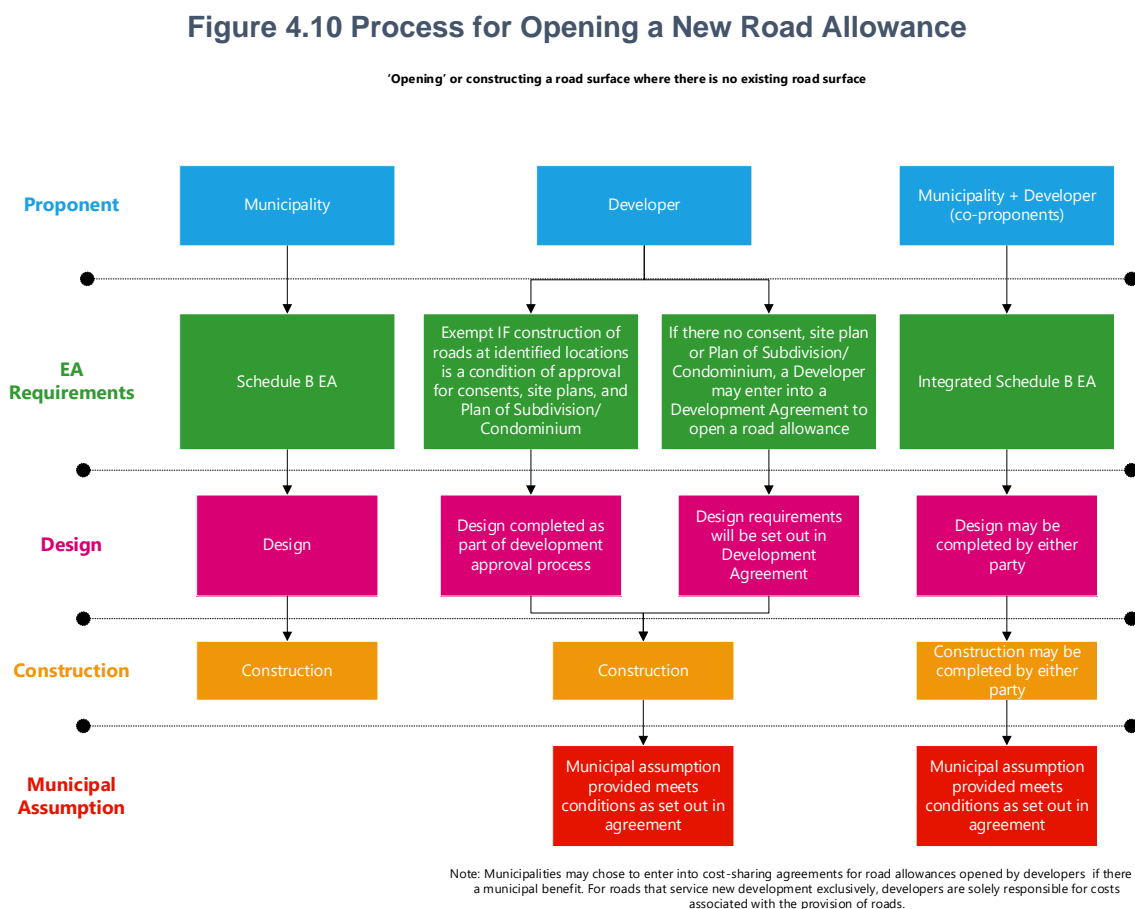
Opening Road Allowances

For the purposes of this document, an unopened road allowance is a road allowance where no road surface exists. When it comes to opening a road allowance, the process that must be followed to open the allowance is dependent on who is the proponent of the project. There are three potential proponents for municipal road projects:

- The municipality,
- A developer, and
- The municipality and a developer as co-proponents.

It is important to note that the process of severing lots that front onto an unopened road allowance, does not open a road nor are municipalities required to open unopened road allowances.

Figure 4.10 outlines the requirements for opening a road allowance for the three different types of proponents.



If a municipality establishes and opens a road allowance, the associated costs may be recouped through development charges or rate bylaws. If a developer opens a road allowance and there is considerable benefit to other development properties, they may be potential to share costs with other property owners, or the municipality. The municipal share of road projects that benefit future growth may be recouped through development charges. Generally though, if a developer opens a road allowance for the sole benefit of their property, they are responsible for the costs of opening the road.

If a road extension is required to access a proposed development, the Municipality may wish to follow the Integrated EA approach (see Section 3.3). Generally, if the road extension benefits only the proposed development, it is expected the developer will be responsible for the costs associated with the extension. If there benefit to other parties or to the municipality, a cost sharing agreement may be negotiated.

When new roads are opened by developers, it is recommended that municipalities require that 0.3 m reserves are provided along flankages and along the frontages of undeveloped road portions. These reserves allow the municipality to control access to roadways and address minor property issues. Municipalities should establish consistent policies regarding reserves that can be incorporated into agreements.

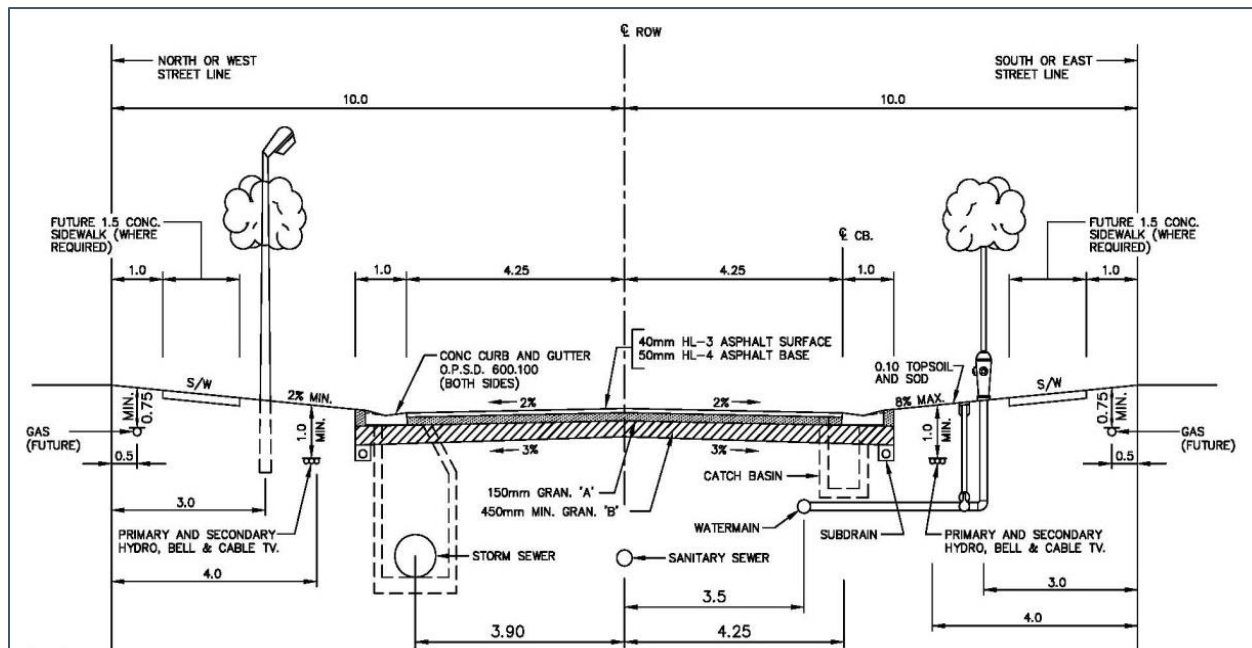
When considering roads and road network design, the following are considered best practices:

- Road allowances should be developed in a manner that allows for long-term transportation and infrastructure needs (i.e. are a sufficient width to accommodate future needs).
- Official Plans should include policies that provide protection for planned corridors from development.
- When developing or planning road networks, the efficiency of utilities should be considered e.g. opportunities to loop watermains and avoiding dead-ends.
- New roads should be designed to provide proper access to the development proposed.
- Roads should be continuous and connect to the existing road system in the local municipality.
- Where developments create new municipal roads, design will encourage connections and avoid dead end streets.
- It is recognized that phasing of installations may require temporary cul-de-sacs. Municipalities should work with developers to keep these to a minimum. Consideration should be given to the nature of those temporary cul-de-sacs should the balance of the phases not proceed in a timely manner.
- Municipalities should consider active transportation needs (e.g. paved shoulders) when reviewing new roads associated with development proposals.

4.10 Development Standards

Many municipalities have development or engineering standards that set out requirements or guidelines for design and construction of services across the municipality. Development standards ensure that services are provided in a consistent manner throughout the municipality. Having standards in place allow municipal staff to provide consistent standards for all developments and limit the ability of developers to approach Council with alternative servicing standards. By avoiding alternative servicing standards, municipalities may be able to avoid future costs associated with bringing those services up to the municipal standard. An example is if a developer is permitted to construct an urban road to only a semi-urban standard with ditches, the municipality would later be responsible for the costs to install curb and gutter and bringing the road up to the full urban standard.

An example of an urban road development standard is shown in Figure 4.11. The standard establishes the width of the road allowance, which is required to have sufficient space for all the utilities, infrastructure and required set-back distances.

Figure 4.11 Example of Urban Road Standard

At a minimum, development standards should address:

- Road dimensions associated with urban and rural cross-sections,
- Alignment and geometric standards for roads,
- Driveway standards,
- Stormwater management design and storm sewer design,
- Sanitary sewer and water main design and construction,
- Plan and drawings requirements,
- Streetlighting, and
- Landscaping requirements.

Development standards should also include guidelines for lot grading and for larger developments and site plan proposals, drainage control. Stormwater management guidelines may come from the local Conservation Authority.

It is important that standards are administered and applied uniformly across the municipality. A consistent application of the standards reduces the potential for conflicts, later issues and ensures consistency in the level of service provided. Enforcing these standards also reduces potential future costs to the municipality associated with bringing services up to the municipal standard.

4.11 Pedestrian and Cycling Infrastructure

Most municipalities have policies with respect to the provision of sidewalk for pedestrian use in new development. Generally, sidewalk should be provided on one side within residential areas and on both sides of the road in areas adjacent to institutional or commercial properties, or along arterial and collector roads. Connections to trail systems and beach access are vital in locations where available. Municipalities are encouraged to have policies that can be provided to developers to be considered as part of the development proposals.

Cycling lanes, which are not currently common in Huron County, may be considered on arterial, collector, or major residential streets. Municipalities may wish to create policies with respect to the provision of cycling lanes. Generally, cycling lanes should not be provided on local residential streets. It is recommended Municipalities refer to OTM Book 15 for Pedestrian Facility design and Book 18 for Cycling Facility design.

Best practices associated with pedestrian and cycling infrastructure include:

- Municipal staff should promote the creation of linkages to existing pedestrian and cycling infrastructure to developers.
- Sidewalks are typically required on one side of the street in residential areas and both sides in institutional and commercial areas. The municipality should include their requirements for sidewalks in their development standards.
- Sidewalks should have a uniform width, grade and finish
- Costs associated with construction of a sidewalk as part of a development are normally funded by developer.
- Where sidewalks are constructed by developers, ownership may be assumed to the municipality, subject to warranty and acceptance provisions under the terms of the subdivision or development agreement.
- Municipalities may wish to assume trails built as part of develop proposals. If a municipality is going to assume trails constructed by a developer, the design and construction requirements for trails should be specified in development standards or the development agreement. Trails should meet warranty and acceptance provisions as set out in the development agreement. Municipalities should consider liability risks when assuming trails if there are no municipal standards.

4.12 Stormwater Management

When considering growth outside the built limits of a community, municipalities should ensure that stormwater management (quantity and quality) be satisfactorily addressed to meet the following objectives:

- Reduce to acceptable levels, the potential risk of loss of life, health hazards, and property damage from flooding;
- Reduce to acceptable levels, the incidence of inconvenience caused by surface ponding and flooding;
- Ensure that any development or redevelopment minimizes the impact of change to the groundwater regime; increased pollution; increased erosion or increased sediment transport, especially during construction; and impact to surrounding lands and areas of existing development; and
- Maintain, where applicable, any natural stream channel geometry insofar as it is feasible while achieving the above objectives.

To satisfy the above and as summarized in the National Guide to Sustainable Municipal Infrastructure a comprehensive and integrated stormwater management planning process should be followed with the goal of accommodating land development and population growth while protecting property and natural resources. An integrated approach is the best practice and should be considered based on a hierarchical approach at all levels of planning including watershed, subwatershed, neighbourhood, and site.

The integrated approach should take a multi-disciplinary vision to planning stormwater infrastructure and requires interactions between land-use planning and engineering activities.

A brief summary of the levels of planning are summarized below:

- **Watershed:**
The watershed plan is an umbrella document under which the subsequent plans will be prepared and should include vision, principles, and objectives. In many cases and depending on the community the need for an overall Watershed plan may not be practical. Typically, policies at the watershed level are predetermined by the local Conservation Authority who should be contacted in the early planning stages.
- **Subwatershed:**
The subwatershed plan addresses stormwater management in a portion of the larger watershed. Similar to the Watershed plan, the local Conservation Authority may have policies already established to guide planning aspects of growth areas.
- **Neighbourhood:**
This is the level of planning which provides for the area being considered with the optimal drainage system that conforms to the policies established for the larger subwatershed and watershed areas. It is likely that the planning under this level will include the development of more detailed stormwater management measures including a treatment train approach.
- **Site:**
This involves planning for the detailed design at the site servicing plan stage and would normally be incorporated into site grading and erosion control plans.

For design guidelines associated with the actual stormwater measures the latest version of the County of Huron “Site Plan Development Technical Servicing Guide” should be referenced.

From an infrastructure perspective, there are four approaches to stormwater design:

- **Lot level controls** – are site specific controls that relate to either stormwater storage or infiltration. Common storage approaches are roof top, parking lot, pipe or rear yard storage. This type of stormwater management is common for commercial and industrial developments. Infiltration controls on a lot level include grading to allow ponding, soakaway pits and grassed swales.
- **End of pipe controls** – include stormwater ponds, wetlands, infiltration basins and oil and grit separators. These types of controls may be used individual or as part of a larger system to provide both quality and quantity control.
- **Conventional stormwater management facilities** – is the standard method of stormwater control and includes conveyance of stormwater (through ditches or pipes) up to the 5-year storm and a stormwater pond to accommodate the 100-year storm.
- **Low Impact Development (LID)** – encourages infiltration at the source to reduce runoff. Many LID measures are implemented at the lot level and include rain gardens, green roofs, pervious pavement and bioswales.

Lot-level controls and LID are typically used on a site basis, whereas end of pipe controls and conventional facilities may be used to provide stormwater management for a larger area. When

new development is proposed, the developer is responsible for addressing stormwater management (typically through a stormwater management report). Some municipalities have undertaken regional stormwater approaches, which usually involve the creation of a large stormwater management pond. A Class EA or stormwater Master Plan must be undertaken prior to construction of a regional stormwater facility. The advantages of regional and individual site approaches are summarized in Table 4.2.

Table 4.2 Benefits and Constraints Associated with Regional and Individual Approaches to Stormwater Management

REGIONAL APPROACH	INDIVIDUAL APPROACH
<ul style="list-style-type: none"> + supportive of future development + municipality ensures maintenance and operation + potentially reduces costs for developers + if associated with parkland, it can be an amenity area. + costs may be recovered through Development Charges 	<ul style="list-style-type: none"> + address site specific conditions + municipality not responsible for costs associated with development of private property + allows for implementation of LID facilities + development not limited by capacity of regional facility
<ul style="list-style-type: none"> - inefficient if development is not localized in the same general area - can have significant costs associated with the construction of regional facilities - municipalities must carry the costs of the facilities until development occurs 	<ul style="list-style-type: none"> - capital costs are borne solely by developer - may have many individual stormwater facilities within an area - reduced development area due to space requirements of on-site stormwater facilities - municipality often becomes responsible for maintenance costs

Generally, few smaller municipalities undertake the regional approach to residential stormwater management. The slow nature of growth and lack of a specific defined area where growth occurs limit the ability to use a regional approach. From a financial perspective, the cost of completing the study, designing and constructing a regional stormwater facility often is not a cost-efficient use of tax dollars. Regional approaches have been used successfully for the servicing of business park or industrial lands, where the municipality has acted as the developer, installed services and then sells serviced lots.

Modern stormwater facilities require significant capital investment and ongoing operations and maintenance efforts. Facilities need to be viewed on a lifecycle basis where funding for preventative and emergency events need to be available. Where facilities are not funded by the development community funding mechanisms could be federal/provincial infrastructure funding, municipal tax revenue, development cost charges, or a stormwater utility charge. It should be noted that development charges can only be collected towards the capital costs associated with the provision of stormwater facilities, not their maintenance or operation. If a developer constructs a stormwater pond, often the developer pays for the design and construction of the pond and the municipality is then responsible for long term maintenance and operation.

The type and frequency of maintenance activities will depend on the type of facility. For lot-level controls, the property owner is responsible for the costs associated with maintenance. For stormwater ponds and LIDS often the municipality funds maintenance. Historically, municipalities have not required developers to pay for later maintenance of stormwater facilities, this is typically because stormwater ponds do not require frequent significant maintenance. Generally, ponds may require sediment removal 15 to 20 years post construction. Larger centres, which typically have a more significant number of ponds and stormwater facilities to maintain have implemented stormwater fees similar to water or wastewater charges. Increasingly, smaller municipalities are also considering this method of funding maintenance of stormwater infrastructure. This approach collects monies from stormwater users within the urban area to fund the ongoing maintenance associated with stormwater services. Municipalities that have implemented stormwater fees include: Middlesex Centre, Ottawa, Aurora, Guelph, Kitchener, London, Markham, Richmond Hill, St. Thomas, Newmarket and Waterloo.

5.0 Funding Strategies

5.1 Development Charges

Municipalities can collect development charges against new residential and non-residential development to pay for capital costs associated with infrastructure and services put in place to service growth. The types of services and infrastructure that can be collected through development charges are set out in the Development Charges Act and its associated regulation. Generally, development charges can be collected for capital costs for new and expanded water, wastewater, stormwater, and transportation infrastructure, in addition to other municipal services such as fire protection, and police services. Through development charges, municipalities can collect for growth-related projects, including studies, that are planned or have been built. The intent of development charges is that 'growth pays for growth'. When a municipality builds new or expanded infrastructure, often the costs are paid upfront by the municipality and then development charges are collected as growth occurs.

Development charges can only be enacted following completion of a Development Charges Background Study, a public process and passage of a bylaw. The Background Study outlines the projects to be funded through development charges and demonstrates the need for expanded and new services and infrastructure. Development Charge bylaws expire after 5 years, and a new Background Study and by-law must be passed. This provides the opportunity to review projects, remove projects that have been completed and paid for, as well as add new projects that benefit growth.

It should be noted that development charges are only applicable against capital costs for infrastructure and services that benefit future growth. They cannot be collected from existing development or for operational and maintenance costs. If a developer undertakes construction of infrastructure or services identified in the development charges background report, the work completed may be credited against development charges. Municipalities and developers can also enter into front-ending agreements, under a development charges by-law, when works are completed or shared with a private developer. Development charges are typically collected when a building permit is issued; however, municipalities can require payment of development charges for hard services when a subdivision agreement or consent agreement is entered into.

Municipalities should consider enacting a development charges by-law when it is expected that they will construct infrastructure or put in place services that benefit future growth. The following are best practices related to development charges:

- Identify projects that could be funded through development charges and make clear the intention to collect for these projects through motions of Council, or statements within studies or capital work plans.
- Consider projects identified in Master Plans and if they benefit future growth and therefore are eligible for inclusion in development charges.
- Municipal staff should be aware of the financial implications of development charges, specifically the long-term carrying costs associated with infrastructure works.
- Municipalities should collect development charges for water, wastewater, stormwater and road infrastructure projects when entering into a subdivision agreement, rather than when building permits are issued.

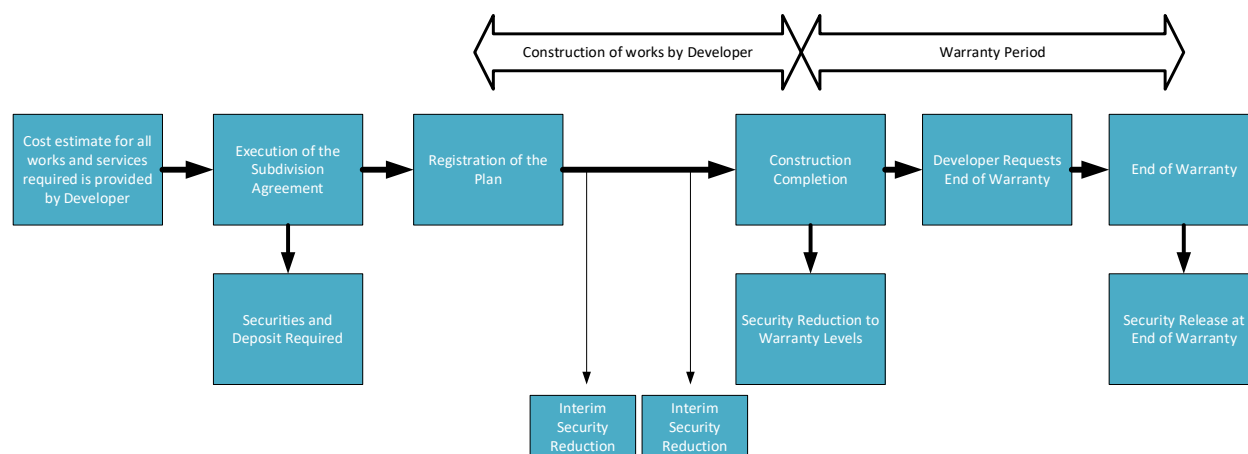
- Maintaining current and detailed records with respect to new residential and non-residential building permits and development supports the preparation of a background report, as well as the need for development charges.
- Private developers can consider entering into front-ending agreements to complete infrastructure works identified in developments or completing infrastructure and applying for credits against development charges.
- Where there are designated growth areas, it may be appropriate to implement an area-specific development charge by-law or service area.
- For municipalities that have development charges, when significant growth infrastructure projects for future growth are proposed, it may be appropriate to implement a new development charge bylaw prior to the expiry of the existing bylaw.

5.2 Securities

Municipalities commonly require developers to post securities for the value of works done in new or existing road allowances, as part of subdivision development. These securities ensure developers meet and complete their obligations as set out in development, site plan, or subdivision agreements. Upon meeting the requirements of the subdivision, site plan or development agreement, securities are released back to the developer.

For subdivisions, it is normal for municipalities to request financial securities for 100% of the value of all municipal works to be constructed. Municipal works includes all infrastructure to be constructed by the developer, such as roads, water, sanitary and stormwater infrastructure, street lighting, etc. It may also include the cost of servicing extensions or road works outside of the development, but required to connect to existing municipal services. The general process and timing of activities related to securities is shown in Figure 5.1.

Figure 5.1 Securities Process Flow Chart



The proportion of costs requested as securities for Site Plan Agreements can vary widely between municipalities. Some municipalities request up to 50% of the cost of the site works in securities and others do not collect securities. It is recommended that municipalities collect securities as part of site plan agreements that are 100% of the value of any works within municipal road allowances, plus as a minimum, sufficient funds to encourage developers to complete site works that are often overlooked, such as stormwater management facilities, garbage facilities, bike racks, landscaping and lighting. A municipality would not use the

collected securities to complete outstanding work but use the funds to minimize impacts to municipal facilities.

For Plans of Condominium, the Condominium Act requires municipalities to hold securities for 'common elements'. The standard is 125% of the construction value of those works.

Agreements with developers should clearly delineate the timing of the posting of securities, and much more importantly, the mechanism for the timely reduction of portions of the security as the work progresses. This will assist the developer in completing his obligations. For subdivisions, it is usual that a 10% maintenance security is held back until the expiry of the warranty period or until deficiencies are addressed.

With respect to securities, the following are considered best practices:

- Municipalities should develop a securities policy that clearly outlines the method of calculation used for different types of agreements. Such a policy should be consistently applied across the municipality for all developments requiring securities.
- Securities should be reduced at regular intervals, not just following issuance of certificates of acceptance.
- For larger developments, the developer may elect to phase servicing. Should this occur, municipalities should consider collecting additional security as future phases occur. Where these future phases are already registered as part of the Plan of Subdivision, placing an '-h' holding zone is common practice to assist in the deferral of securities.
- A security policy should identify what forms of security are acceptable. Generally, the only accepted forms of securities are cash and letters of credit.
 - Some larger municipalities accept land as security. This is not recommended practice.
 - Some larger municipalities have accepted performance bonds for security. These are not acceptable security. These items have not yet been proven in the case of a default, lack of court interpretation make enforcement uncertain, municipalities must monitor the financial status of the issuer of the bond, and letters of credit provide funds on demand unlike Subdivision Bonds which require a claim and supporting documentation.

5.3 Other Funding Strategies

5.3.1 Vacant Land Tax

Recent provincial changes have provided municipalities with greater flexibility with respect to vacant rebate and reduction programs for industrial and commercial properties. Municipalities now have the ability to set the rebate and reduction percentages to lower ranges than currently legislated, including eliminating tax reductions for vacant commercial and industrial properties. Prior to implementing these changes, municipalities must notify the Province of their intent and provide details on the proposed changes including a resolution of Council.

The reduction in vacant land rebates for commercial and industrial lands reduces the loss in tax revenue from a municipal perspective. Generally, reducing rebates for vacant lands will incentivize property owners to develop or fill vacancies. In light of this, a number of municipalities have moved to eliminate the vacant land rebates and reduction programs either outright or through a phased approach.

With respect to residential vacancy taxes, in 2017 under Ontario's Fair Housing Plan, the Province moved to allow municipalities to introduce a vacant homes tax. This type of vacancy tax has been implemented in Vancouver but has yet to be introduced in a municipality in Ontario. In Vancouver, vacant residential units, with certain exceptions, are charged a tax of 1% of the assessed value. The intent of the tax is to discourage speculative holding of residential units and encourage property owners to either sell or rent out unoccupied dwellings. The cities of Toronto and Hamilton are currently investigating vacant home taxes.

Other funding strategy best practices

- Municipalities should undertake an evaluation of the impacts of changing vacant tax rebate and reduction programs, including the impacts on other tax classes (e.g. residential) prior to implementation.
- Municipalities should undertake consultation with local business groups prior to implementing changes.
- Continue to monitor the implementation of vacant home taxes in other municipalities, with respect to administrative approaches and challenges.

6.0 References

- Ministry of Environment and Climate Change. (2008). *Design Guidelines for Drinking-Water Systems*.
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APPENDIX A

Quick Reference of Best Practices



Incremental Growth

To minimize impacts associated with incremental growth, the following is recommended:

- ⇒ Municipalities should encourage pre-consultation with developers proposing development via consents. The pre-consultation should be considered mandatory.
- ⇒ If interior lands are unlikely to be developed in tertiary settlement areas (where there are no municipal water or wastewater services), the designation should be removed and the growth designation utilized elsewhere.
- ⇒ Municipalities should promote the use of Plans of Subdivision for development as a tool to achieve planning outcomes.
- ⇒ Multiple landowners may wish to work cooperatively in order to develop areas in a coordinated, cost-effective manner for all parties.
- ⇒ Municipalities should endeavour to avoid partial services within settlement areas.



Master Plans

When considering Master Plans, utilize the following best practices:

- Identify the scale and scope early. For multiple, large complex systems, it may be more efficient to consider separate Master Plans. For defined areas, it may be possible to consider multiple infrastructure services in one Master Plan (e.g. a Master Plan to service a business park).
- Consider if the Master Plan can be integrated with an Official Plan Review, Official Plan Amendment, or Secondary Plan. Integrating the investigations completed as part of the Master Plan can help inform land use planning decisions.
- Identify the need for Master Plans that will benefit future growth. Municipalities may be able to fund a portion of the costs to complete a Master Plan (or plans) through development charges.
- Identify the level of detail appropriate for the Master Plan. If a high-level, broad Master Plan approach is taken, future site-specific studies may be required. Identifying the level of investigation early will help ensure that the appropriate requirements under the Municipal Class EA process are met.
- Large and complex Master Plans, or Master Plans completed with a high level of detail will take a proportional amount of resources and time to undertake.
- When a Master Plan is completed, it is important to update it on a regular, or as-needed basis. Master Plan Update studies can be undertaken to help ensure the Master Plan is current and aligned with current land use planning and infrastructure needs.
- Incorporate Master Plan findings, recommendations and phasing plans into long-term planning documents and budget plans.
- Where private developers may benefit from the completion of a Master Plan, there may be an opportunity for cost-sharing. A Master Plan may include other studies (archaeology, natural heritage) that may benefit developers.



Integrated Class EAs

When considering an Integrated Approach, the following best practices should be considered:

- The Southwest Region Regional Office of the Ministry of Environment, Parks and Conservation must be consulted early when a proponent is considering utilizing the Integrated Approach.
- When considering implementing an Integrated Approach, the proponent is to consider:
 - Timing of the planning application and overall project schedule. If the timelines for the planning application and infrastructure environmental assessment cannot occur concurrently, it may not be appropriate to use the Integrated Approach.
 - Identifying the studies (e.g. archaeology, natural heritage) that will be required as part of the Class EA and planning processes can assist in determining timelines and cost sharing needs.
- Private developers to consider:
 - Consulting with the Municipality to determine if there are any Schedule C infrastructure requirements (e.g. road, water or wastewater) within the planning application area, or schedule B or C infrastructure projects outside the planning application area that are required to support the development.
 - Depending on the infrastructure required, being co-proponents with the Municipality within the Integrated Approach.
 - Consulting with the Municipality to ensure the proposed approach meets both the requirements of the Planning Act and the Environmental Assessment Act.
- Prior to undertaking an Integrated Approach, municipalities to consider:
 - Developing a strategy or protocol to identify situations when the Municipality will consider assuming the role of proponent and/or co-proponent with private developers. Instances when a municipality may consider being a proponent or co-proponent include:
 - When the Municipality will be ultimately responsible for the works constructed by a private developer;
 - When a project has the potential to impact adjacent municipal services; or
 - When a project will have mutual benefits to the Municipality and a private developer;
- Establish early in the Planning Application process if an integrated approach is appropriate. The Integrated Approach is most appropriate when planning and the infrastructure environmental assessment activities can be planned jointly and concurrently.
 - If one process started before the other, it may be more appropriate to consider a coordinated approach, which would follow separate processes.
- Determine the proponent(s) early in the process.
- If infrastructure studies have been recently undertaken (e.g. a Water or Wastewater Master Plan), it may not be cost-effective or efficient to utilize the Integrated Approach if the studies have already identified infrastructure needs and/or completed a sufficient level of investigation to implement identified infrastructure projects.
- Prior to starting an Integrated Approach, it is important to understand the timing and budget requirements. If the Approach includes a private developer and the Municipality

being co-proponents, both parties must understand the potential time required to complete the process and expected timelines. At this point, cost-sharing is to be determined, if applicable.

- When there are co-proponents, cooperation is key as both parties must share information in a timely fashion and provide input within agreed upon timelines.



Development Related Studies

The following are considered best practices for development related studies:

- Municipalities to consider broad, larger scale studies to provide baseline context and information for site-specific studies.
- If municipalities elect to undertake studies that will benefit future growth, those studies should be included in development charges.
- Some studies may be undertaken in conjunction with other studies (e.g. Master Plans or Official Plan Updates). The studies should be made available or shared with developers.
- Where regional studies have been completed, municipalities should consider if and how updates will be undertaken.
- Where developers will benefit from the completion of regional studies by municipalities, developers should consider financial contributions for the work completed.
- Developers must recognize there still may be requirements for site-specific studies.
- Developers may find efficiencies if studies are jointly undertaken for adjacent properties.
- When studies are done at a County or municipal level staff should consider adding mapping layers to existing GIS tools or alternatively, making the maps available for public review.



Calculating Water and Wastewater Capacity

When calculating water and wastewater capacity, the following best practices should be followed:

- Recognize that other factors outside of the rated capacity may also limit development potential, including pumping station capacity, collection and distribution infrastructure.
- Do not use flow data from a single year in a capacity calculation. Use flow data from the last 3 years to accommodate variations that may be the result of increased or decrease usage, and inflow and infiltration.
- Sewage treatment plants and pumping stations are designed for peak flows, so significant inflow and infiltration (I&I) can impact available capacity. If additional capacity is needed, efforts should be made to reduce I&I. An I&I study should be undertaken prior to reducing the amount of inflow and infiltration assumed in capacity calculations.
- When calculating committed capacity, the calculation should include vacant lots and/or units in registered plans of subdivision, lots in draft approved plans, lots/units in registered Plans of Subdivision/Condominium, and vacant lots created by consent.

- For water systems, if the system cannot meet maximum day demands, or Drinking Water Quality Standards or health parameters, future development may be limited.
- It is recommended that municipalities continuously monitor and review committed and uncommitted capacity on an annual basis.



Capacity Allocation Policies

If a municipality wishes to establish a capacity allocation policy that includes criteria for allocating capacity, the following should be considered:

- Municipalities should establish, based on their own priorities and supported by planning policies what types of developments will be considered a higher priority for capacity allocations. In municipalities with allocation prioritization policies, priority is often given to applications for: affordable housing, public facilities, developments associated with employment lands, and applications for mixed uses with a residential portion.
- Development within existing settlement area boundaries should be prioritized over proposals outside of the urban area.
- If there are local planning policies (e.g. Official Plan, Secondary Plan, Community Improvement Plan) in place that identify specific growth areas, municipalities should consider including criteria that prioritize developments in those areas.
- Developments that do not require local infrastructure improvements may be given higher prioritization than those that require downstream infrastructure upgrades.



Monitoring Capacity and Allocations

The following actions are recommended for monitoring capacity and allocations:

- Municipal staff should identify if annual capacity calculations are required based on the level of development and uncommitted treatment capacity.
- The compilation of information related capacity allocations should include input from public works, planning and administration staff.
- Data or information that should be tracked includes:
 - Number of existing customers or connections (including residential and non-residential).
 - Development commitments, either formally allocated capacity through an established process or policy (see Section 4.2) or informally allocated capacity during a Planning approval process or discussions with staff. Development commitments include:
 - Units in draft approved and approved Plans of Subdivisions and Plans of Condominium
 - Units associated with site plans
 - Number of lots/units associated with proposed and approved severances

- The number of potential infill lots, or alternatively, an allowance for infill (e.g., 15% of the existing number of customers).



Pre-Servicing Agreement

Note – it is generally recommended that pre-servicing agreements are avoided. Should a municipality consider entering into pre-servicing agreements, the following best practices should be considered:

- Municipalities should develop a pre-servicing request form that outlines:
 - What documentation is required (e.g. legal survey, engineering drawings, technical reports, cost estimate, etc.),
 - Property information,
 - Ownership information,
 - Applicant information (if not property owner),
 - Current and proposed land uses,
 - Servicing details, and
 - Declaration of owner or authorized agent.
- Where municipalities have not previously entered into a pre-servicing agreement, they should consult a professional to assist in development of the agreement.
- Pre-servicing agreements should explicitly state that developers acknowledge that pre-servicing work is done at their peril and the municipality assumes no responsibility for any work that is done.
- Pre-servicing agreements generally should not permit any connections be made to municipal systems as part of the pre-servicing work.
- Developers should be required to provide a letter of indemnification to the municipality identifying any outstanding items from the engineering submission and stating the developer is proceeding at their sole risk on that basis.
- Within the pre-servicing agreements, municipalities should require the owner to supply proof of liability insurance in the amount of at least \$5,000,000 with the municipality names as co-insured.
- Pre-servicing agreements should only be considered if the developer has:
 - Nearly fully completed detail design and any incomplete items are not relevant to servicing (e.g. sign wording, open space design items).
 - Has retained a consultant to oversee pre-servicing works.
 - Environmental Compliance Approvals have been issued.
 - Any other approvals (e.g. conservation authority permits) have been obtained.
- Municipalities should also require sufficient securities, should the developer cease work. Some municipalities require the full cost of services in securities, others a percentage of the full costs. Municipalities that require lesser amounts in securities should recognize the potential financial risks if the securities are required to complete or repair the work.
- The amount required in securities should be applied consistently throughout the municipality and across developments.



Cross-Boundary Services

Best practices related to cross-boundary services include:

- Municipalities should identify potential servicing needs in conjunction with planning reviews (e.g. Official Plan reviews) and start discussions to present benefits and determine interest with adjacent municipalities.
- Recognize that cross boundary agreements may take significant time and staff resources to see through to signing.
- When developing shared service agreements, it is important that the objectives and approach are discussed in an open and transparent manner.
- Staff involved in the negotiation of an agreement should be capable of building trust and confidence in order to champion the process through to completion.
- Keep stakeholders informed throughout the process.
- Link the benefits of the agreement to municipal policies and strategic directions.
- From the initial phases of discussions through to signing of the agreement, it is important that the parties are forthcoming with expectations, information and realistic costs.
- It is important to manage public and political expectations about the timing (how long it may take to negotiate an agreement), costs, and benefits.
- Develop timelines for securing buy-in from staff and Councils
- Once the financial framework is established, each municipality should do an internal cost-benefit analysis.
- Ensure both parties are prepared to devote time to negotiate an agreement and to review it.
- Agreements for servicing should outline or specify:
 - What level of service will be provided,
 - Operation and potentially ownership of services,
 - The duration of the agreement,
 - Any contributions to be made to capital or operating costs and when these contributions are to be made,
 - The agreed upon cost allocation framework, including method of payment and actions upon non-payment,
 - Contingency plans for managing unforeseen or emergency situations, and
 - A dispute resolution mechanism, including who is involved and how decisions will be made.



Major Infrastructure Expansions

The following are considered best practices for major infrastructure expansions:

- An effective method of planning water and sewage servicing strategies is through the preparation of multi-year servicing plans or Master Plans. Master Plans are a long-range planning tool that can be utilized regardless of the pace of development.

- These plans can be done in support of revisions or in conjunction with an Official Plan Review for growth area studies (e.g. Secondary Plans).
- If a Master Plan approach is not utilized, municipalities should determine and monitor the capacity of major infrastructure components in relation to growth forecasts to identify potential constraints for future development
- Utilize development charges as a means of collecting for growth-related needs.



Road and Intersection Improvements

The following are considered best practices for road and intersection improvements:

- Municipalities should require TIS for developments with the potential to generate increased traffic, impact local traffic movements or impact a known problem area.
- Municipalities can undertake traffic studies for known problem areas or potential growth areas to forecast potential future needs (e.g. roundabout, signals)



Roads and Network Design

When considering roads and road network design, the following are considered best practices:

- Road allowances should be developed in a manner that allows for long-term transportation and infrastructure needs (i.e. are a sufficient width to accommodate future needs).
- Official Plans should include policies that provide protection for planned corridors from development.
- When developing or planning road networks, the efficiency of utilities should be considered e.g. opportunities to loop watermains and avoiding dead-ends.
- New roads should be designed to provide proper access to the development proposed.
- Roads should be continuous and connect to the existing road system in the local municipality.
- Where developments create new municipal roads, design will encourage connections and avoid dead end streets.
- It is recognized that phasing of installations may require temporary cul-de-sacs. Municipalities should work with developers to keep these to a minimum. Consideration should be given to the nature of those temporary cul-de-sacs should the balance of the phases not proceed in a timely manner.
- Municipalities should consider active transportation needs (e.g. paved shoulders) when reviewing new roads associated with development proposals.



Pedestrian and Cycling Infrastructure

Best practices associated with pedestrian and cycling infrastructure include:

- Municipal staff should promote the creation of linkages to existing pedestrian and cycling infrastructure to developers.
- Sidewalks are typically required on one side of the street in residential areas and both sides in institutional and commercial areas. The municipality should include their requirements for sidewalks in their development standards.
- Sidewalks should have a uniform width, grade and finish
- Costs associated with construction of a sidewalk as part of a development are normally funded by developer.
- Where sidewalks are constructed by developers, ownership may be assumed to the municipality, subject to warranty and acceptance provisions under the terms of the subdivision or development agreement.
- Municipalities may wish to assume trails built as part of develop proposals. If a municipality is going to assume trails constructed by a developer, the design and construction requirements for trails should be specified in development standards or the development agreement. Trails should meet warranty and acceptance provisions as set out in the development agreement. Municipalities should consider liability risks when assuming trails if there are no municipal standards.



Development Charges

The following are best practices related to development charges:

- Identify projects that could be funded through development charges and make clear the intention to collect for these projects through motions of Council, or statements within studies or capital work plans.
- Consider projects identified in Master Plans and if they benefit future growth and therefore are eligible for inclusion in development charges.
- Municipal staff should be aware of the financial implications of development charges, specifically the long-term carrying costs associated with infrastructure works.
- Municipalities should collect development charges for water, wastewater, stormwater and road infrastructure projects when entering into a subdivision agreement, rather than when building permits are issued.
- Maintaining current and detailed records with respect to new residential and non-residential building permits and development supports the preparation of a background report, as well as the need for development charges.
- Private developers can consider entering into front-ending agreements to complete infrastructure works identified in developments or completing infrastructure and applying for credits against development charges.
- Where there are designated growth areas, it may be appropriate to implement an area-specific development charge by-law or service area.

- For municipalities that have development charges, when significant growth infrastructure projects for future growth are proposed, it may be appropriate to implement a new development charge bylaw prior to the expiry of the existing bylaw.



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- Municipalities should develop a securities policy that clearly outlines the method of calculation used for different types of agreements. Such a policy should be consistently applied across the municipality for all developments requiring securities.
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- For larger developments, the developer may elect to phase servicing. Should this occur, municipalities should consider collecting additional security as future phases occur. Where these future phases are already registered as part of the Plan of Subdivision, placing an 'h' holding zone is common practice to assist in the deferral of securities.
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Other Funding Strategies

Other funding strategy best practices

- Municipalities should undertake an evaluation of the impacts of changing vacant tax rebate and reduction programs, including the impacts on other tax classes (e.g. residential) prior to implementation.
- Municipalities should undertake consultation with local business groups prior to implementing changes.
- Continue to monitor the implementation of vacant home taxes in other municipalities, with respect to administrative approaches and challenges.

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Clerk's Office
DATE: 12/16/2020
SUBJECT: Leith Deacon, Assistant Professor, University of Guelph School of Environmental Design and Rural Development will present the findings of the Rural Response to COVID-19 Residents' Survey.

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the presentation by Leith Deacon, Assistant Professor, University of Guelph School of Environment Design and Rural Development on the Rural Response to COVID-19 Residents' Survey, as presented for information.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
▢ Rural Response Presentation	Presentation	12/8/2020	Rural_Response_Presentation.pdf

RURAL RESPONSE TO COVID-19

Presentation to: Huron County

Leith Deacon, PhD

Assistant Professor, School of Environmental Design & Rural
Development, University of Guelph, Guelph, ON

Wayne Caldwell, PhD

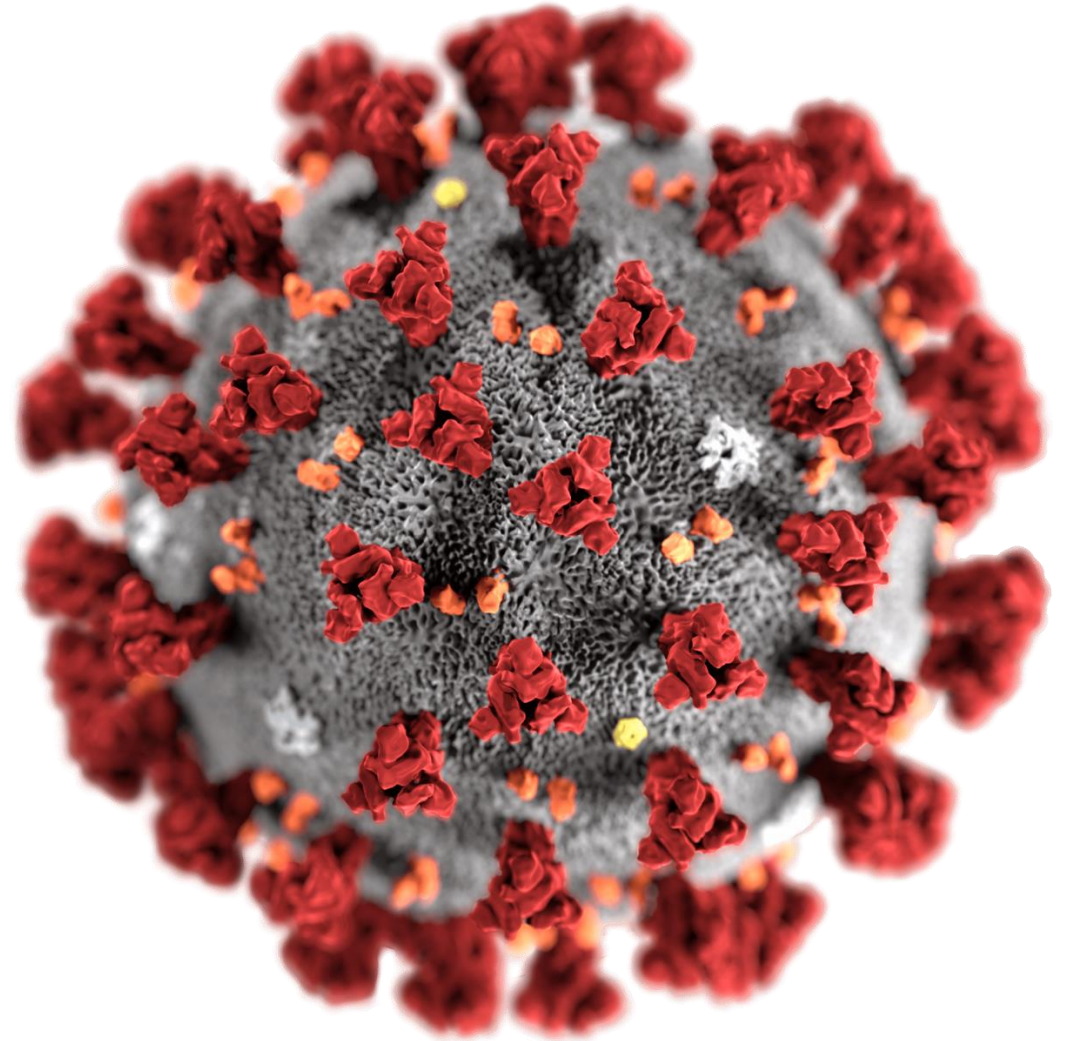
Professor, School of Environmental Design & Rural
Development, University of Guelph, Guelph, ON

Silvia Sarapura, PhD

Assistant Professor, School of Environmental Design & Rural
Development, University of Guelph, Guelph, ON

Sara Epp, PhD

Assistant Professor, School of Environmental Design & Rural
Development, University of Guelph, Guelph, ON



December 9th, 2020

“Resilience is the ability to return to a steady state or equilibrium.”

- Adapted from Holling, 1973



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TRANSFORMATIVE RESILIENCE

The ability to adjust to new requirements imposed by internal and/or external shocks or change processes by learning, adapting, reorganizing, and transforming to take advantage of new opportunities.



Project **goal** is to explore the experiences of residents from across Perth and Huron Counties related to the ongoing COVID-19 pandemic.



Why rural?

Rural places are often neglected as a symptom of our population distribution.

Why now?

Rural places are special; often greater percentage of older residents, physically isolated, less access to services.



Objectives

1. Identify vulnerable populations in Perth and Huron Counties affected by COVID-19.
2. Determine priority programs to support vulnerable populations during and post-COVID-19.
3. Explore opportunities for the non-profit/charitable sector during and post-COVID-19.
4. Identify emergent mental health and economic concerns generated by COVID-19.

Timeline of the project

June -
August

Collaboration with committee to design survey

Aug.
23

Survey is 'live' in Huron County

Sept. 4

Survey is 'live' in Perth County

Oct.
31

Survey closes (except St. Marys)

Nov.

Data analysis

Jan.

Qualitative data – interviews/focus groups, art

Quantitative data: the survey

1. Demographics;
2. Individual well-being;
3. Social behaviour;
4. Day-to-day living;
5. Planning and preparation

We have 3,300 surveys digitized.

INDIVIDUAL WELL-BEING:

Prior to the COVID-19 pandemic (March 1st, 2020), how would you rate your:

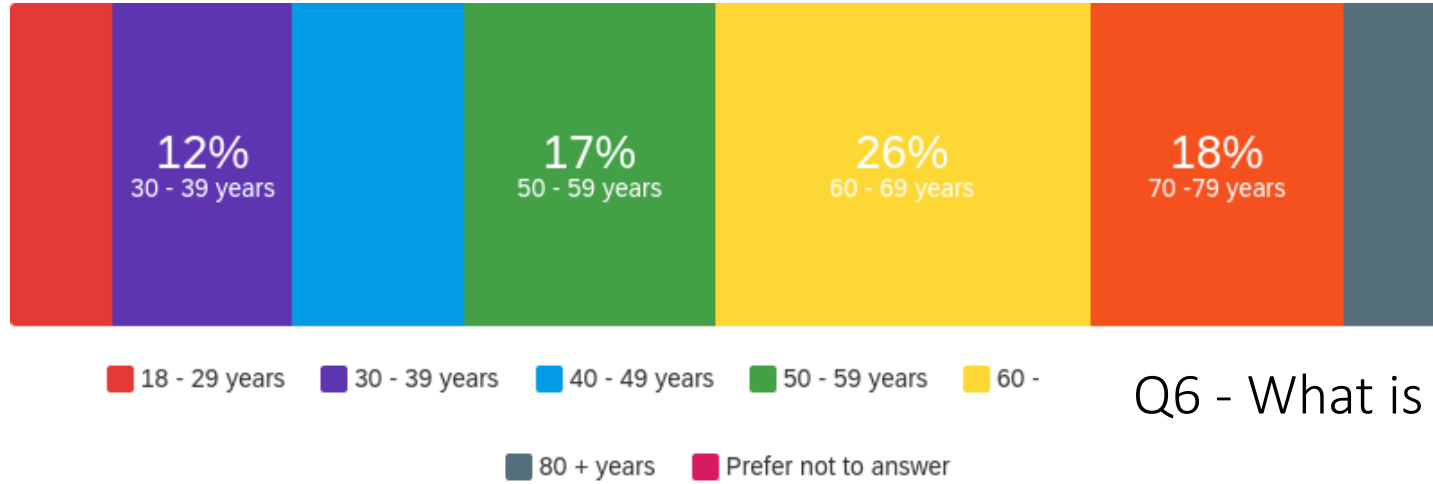
12.	Excellent	Good	Average	Satisfactory	Poor	Not applicable
Physical health						
Mental health						
Personal finances						
Employment satisfaction						
Retirement						
Living arrangements						
Personal safety						

SOCIAL BEHAVIOUR

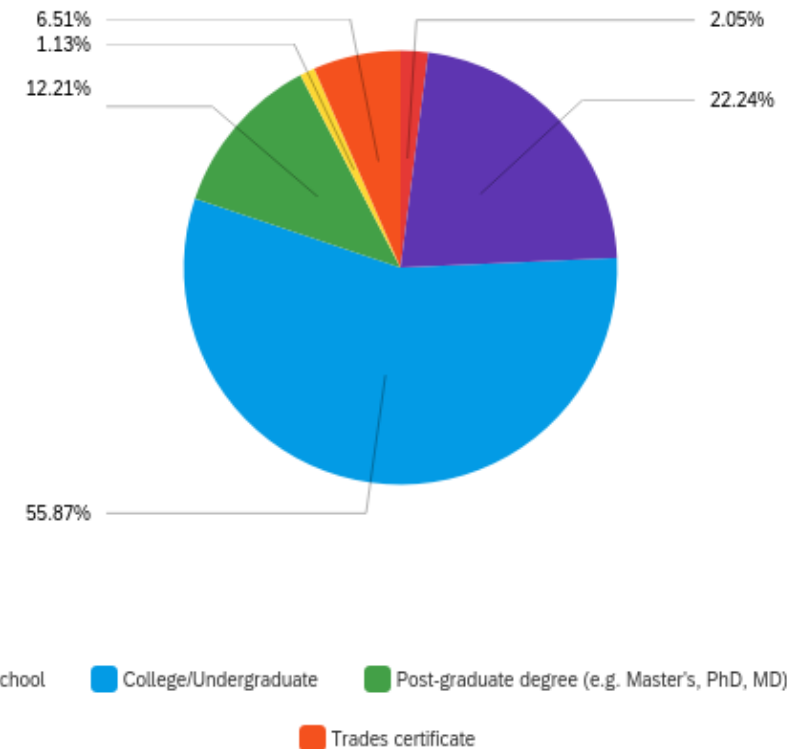
Prior to the COVID-19 pandemic (March 1st, 2020), how often did you:

13.	More than 3 times/week	1-3 times/week	1-2 times/month	Never or not at all
Spend time with family and/or friends				
Use public transport				
Support businesses/stores in my community				
Grocery shop (including markets)				
Online shop				
Visit restaurants/ bars/coffee shops				
Order take-out food				
Attend church/faith-based services/activities				
Participate in an in-person activity (e.g. recreation or leisure activities, service clubs, social clubs, other)				
Participate in a virtual activity (e.g. Facebook chat, online games, app such as <i>HouseParty</i>)				
Volunteer				

Q3 - How old are you?

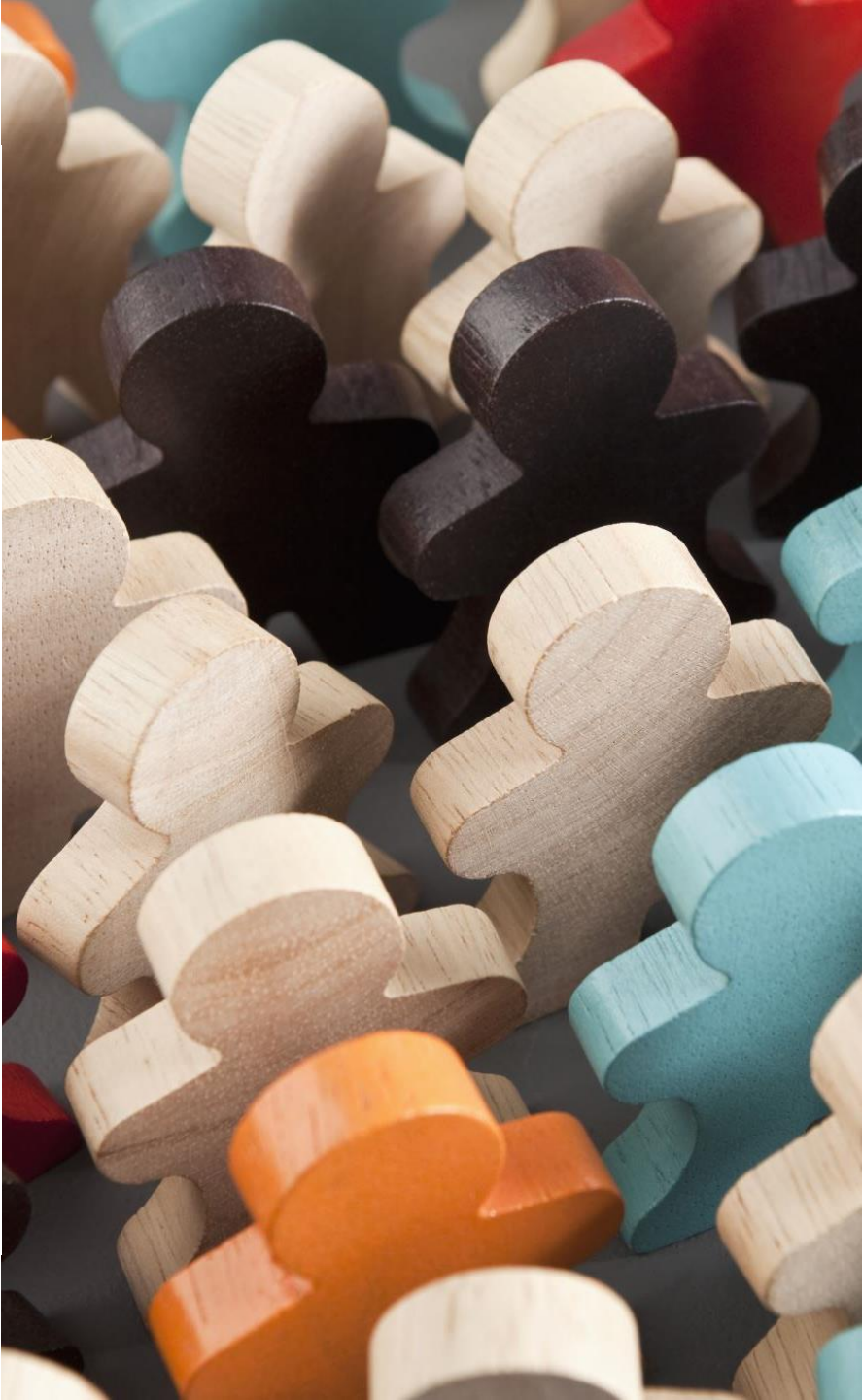
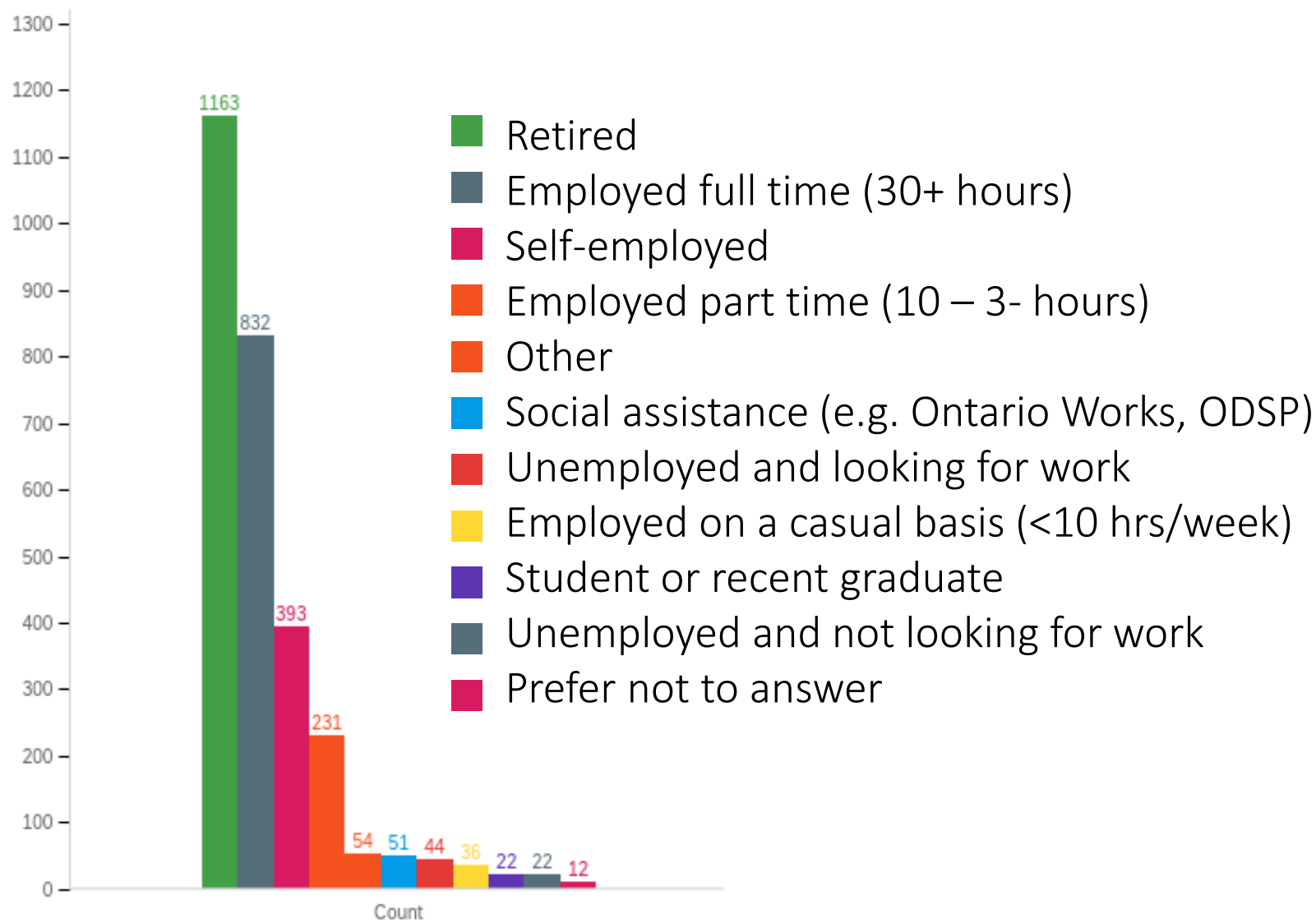


Q6 - What is your highest level of completed education?

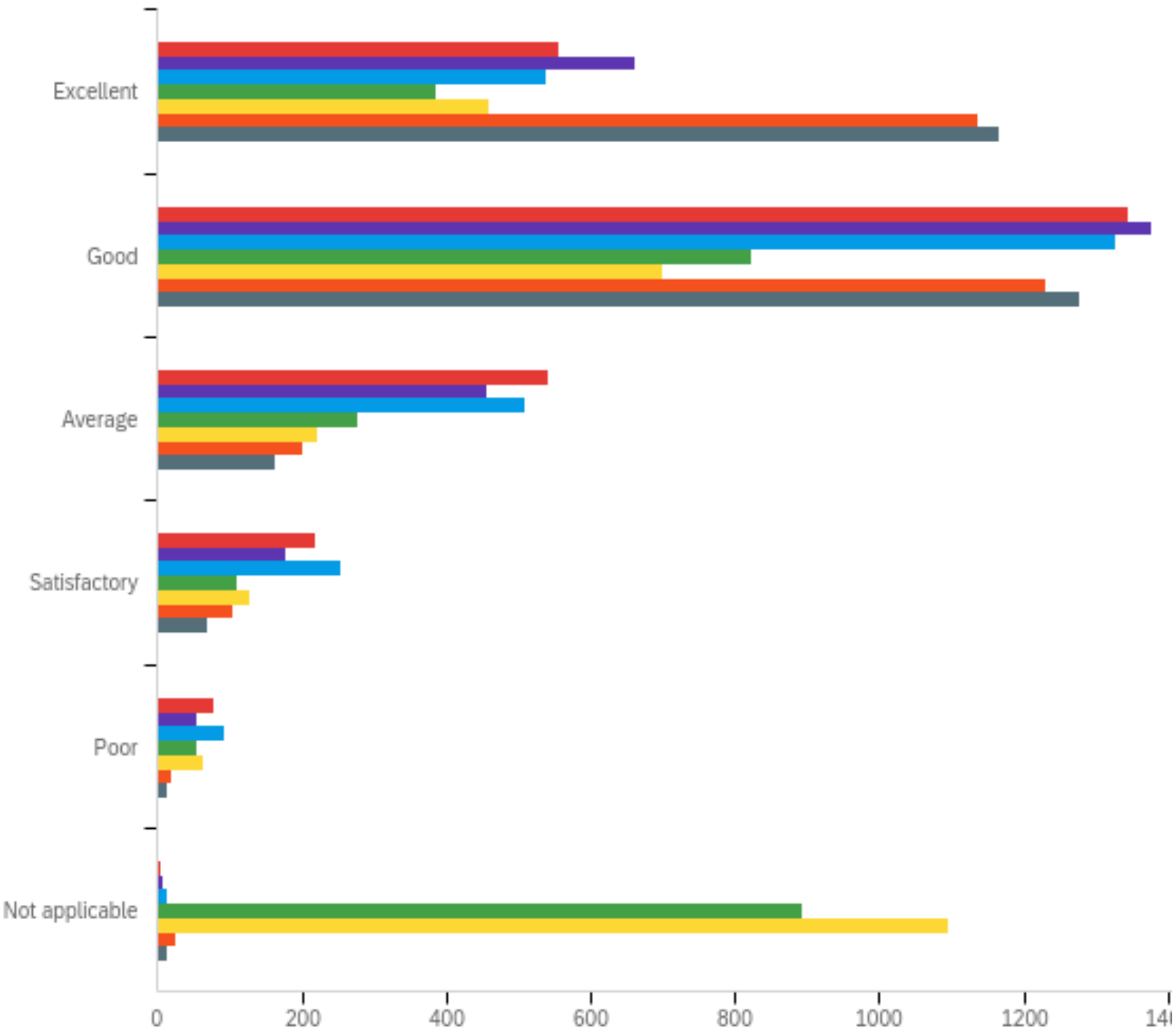


[This Photo](#) by Unknown Author is licensed under [CC BY-SA-NC](#)

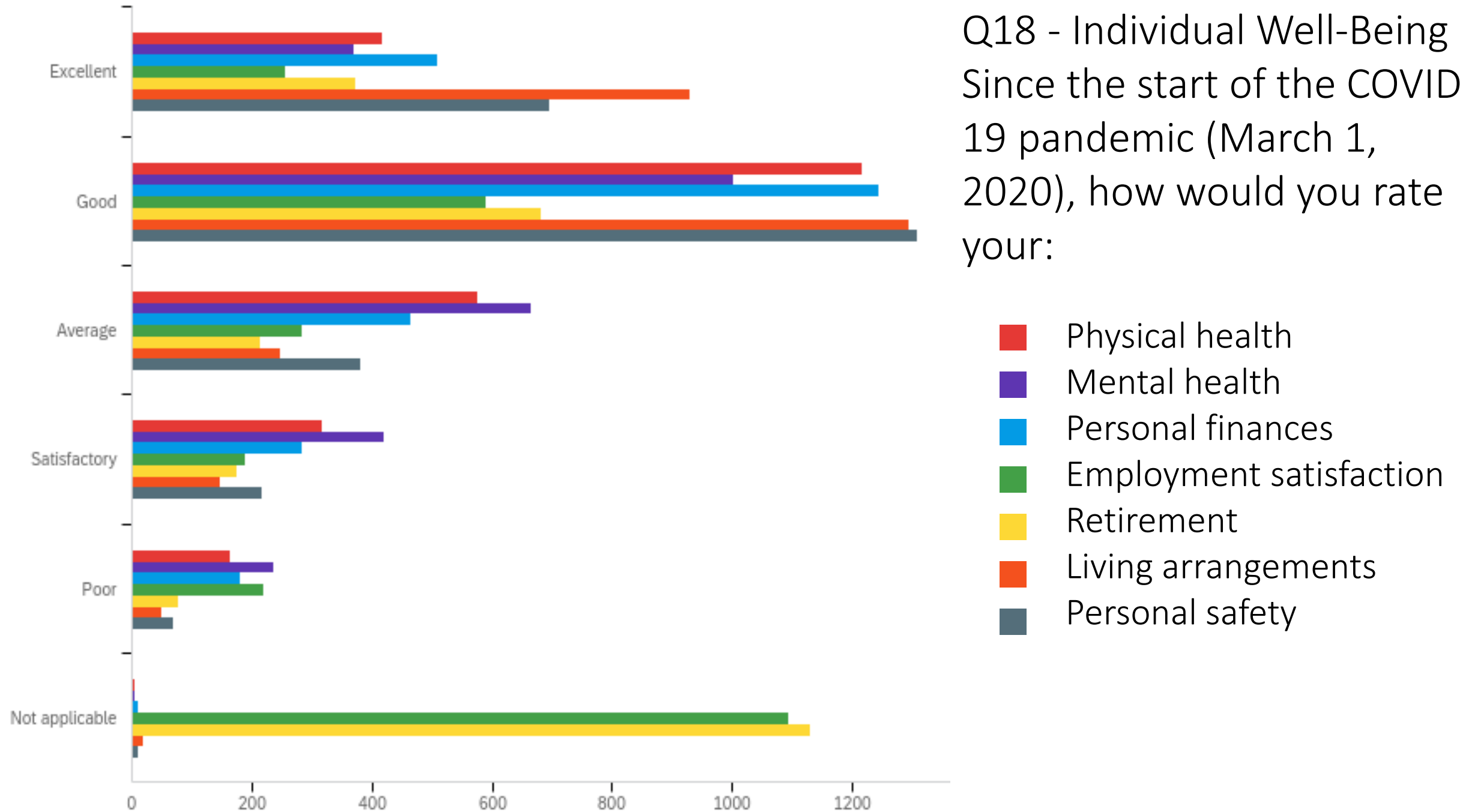
Q8 - Which of the following best describes your primary employment status?



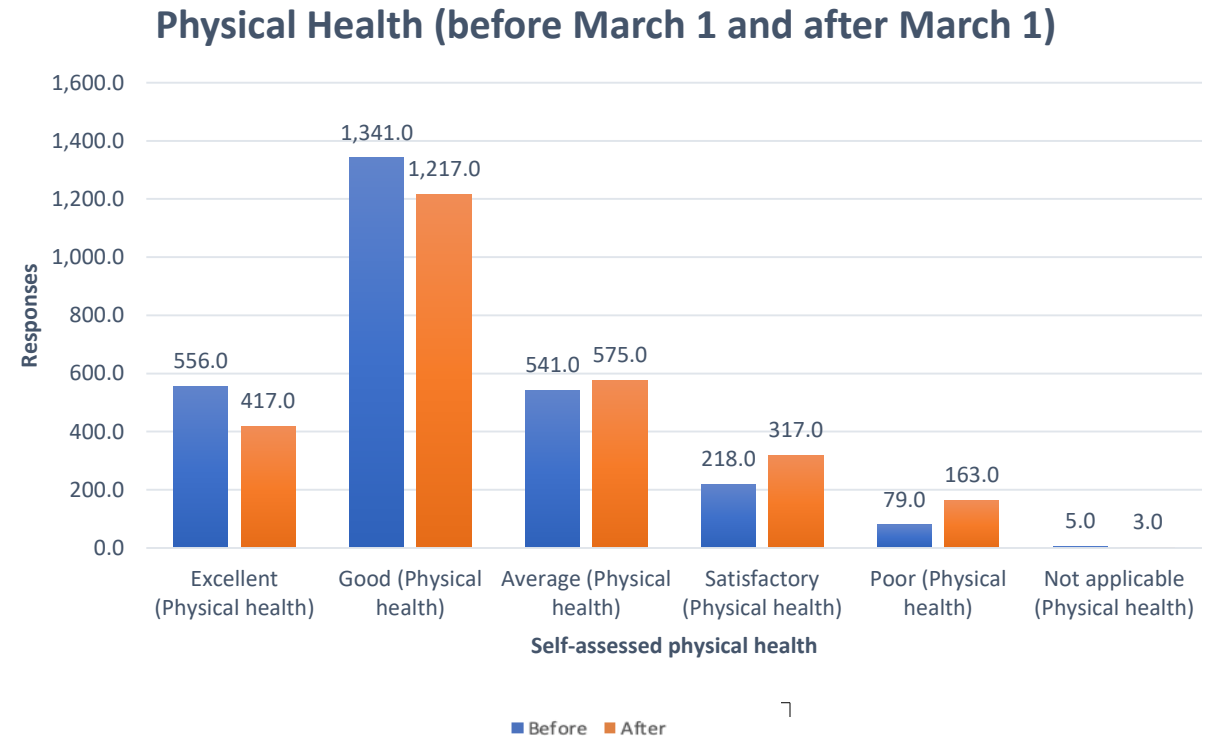
Q14 - Individual Well-Being
Prior to the COVID-19 pandemic
(March 1, 2020), how would you
rate your:



Q18 - Individual Well-Being
Since the start of the COVID-19 pandemic (March 1, 2020), how would you rate your:

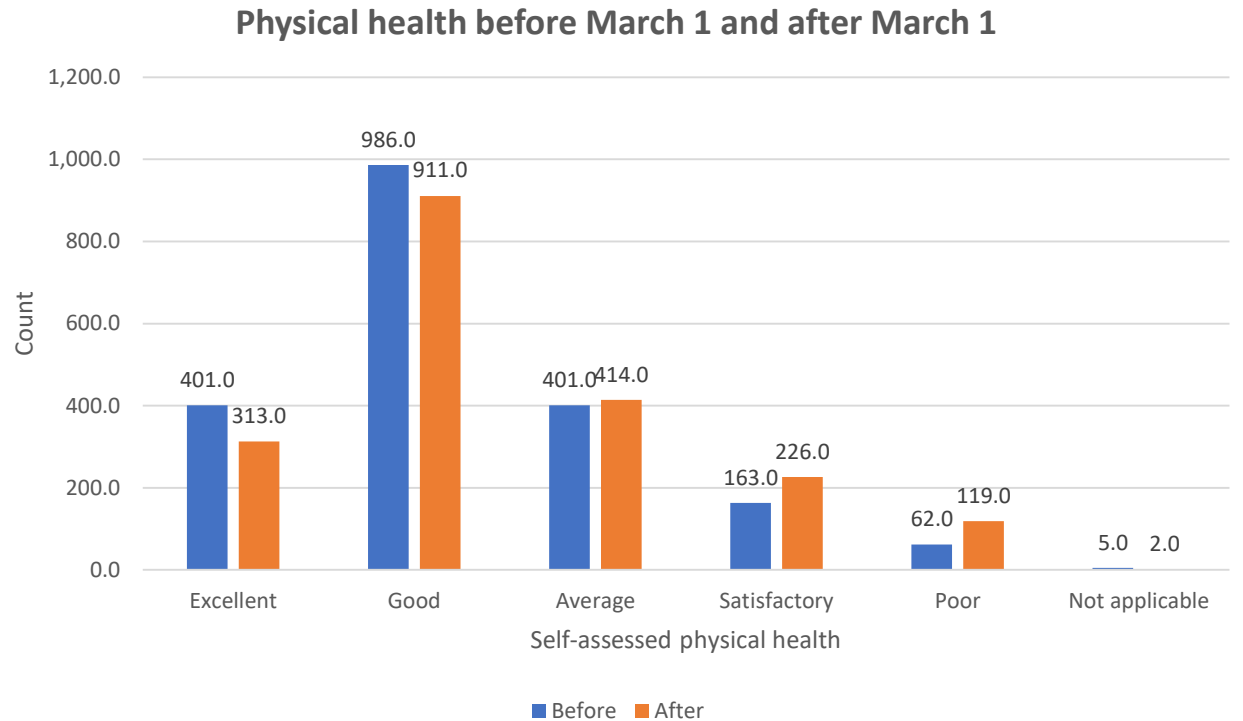


Physical health



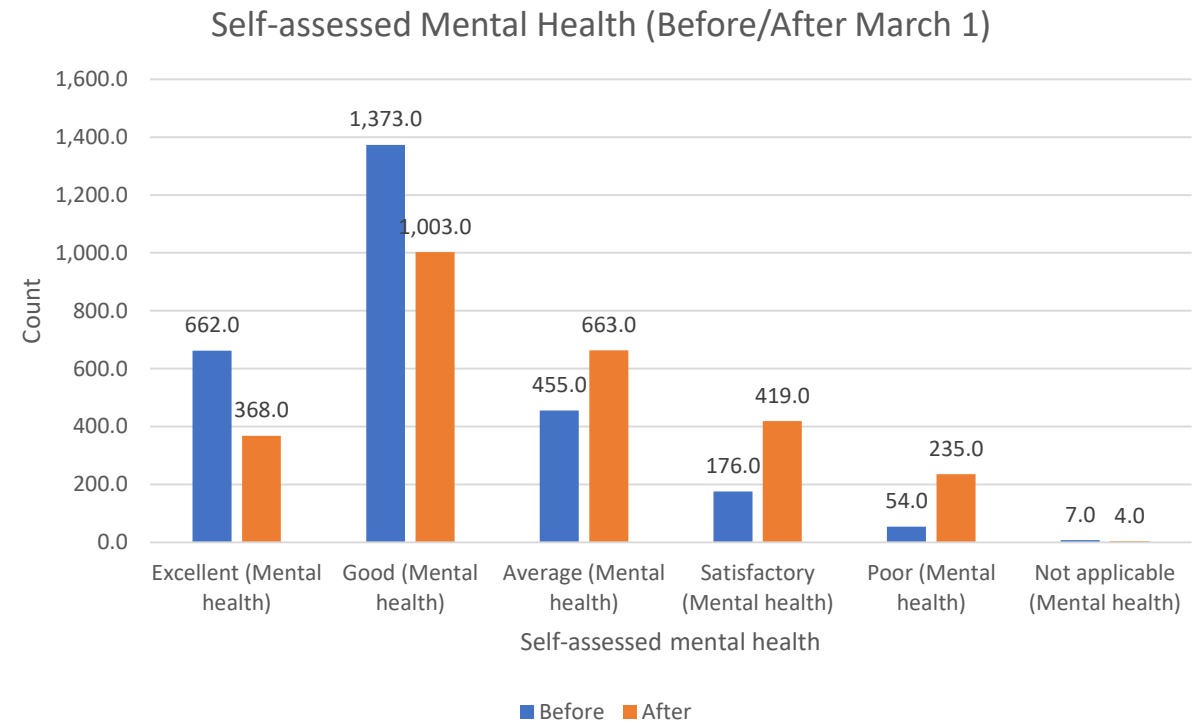
	Before	After
Excellent (Physical health)	556.0	417.0
Good (Physical health)	1,341.0	1,217.0
Average (Physical health)	541.0	575.0
Satisfactory (Physical health)	218.0	317.0
Poor (Physical health)	79.0	163.0
Not applicable (Physical health)	5.0	3.0

Physical health Huron



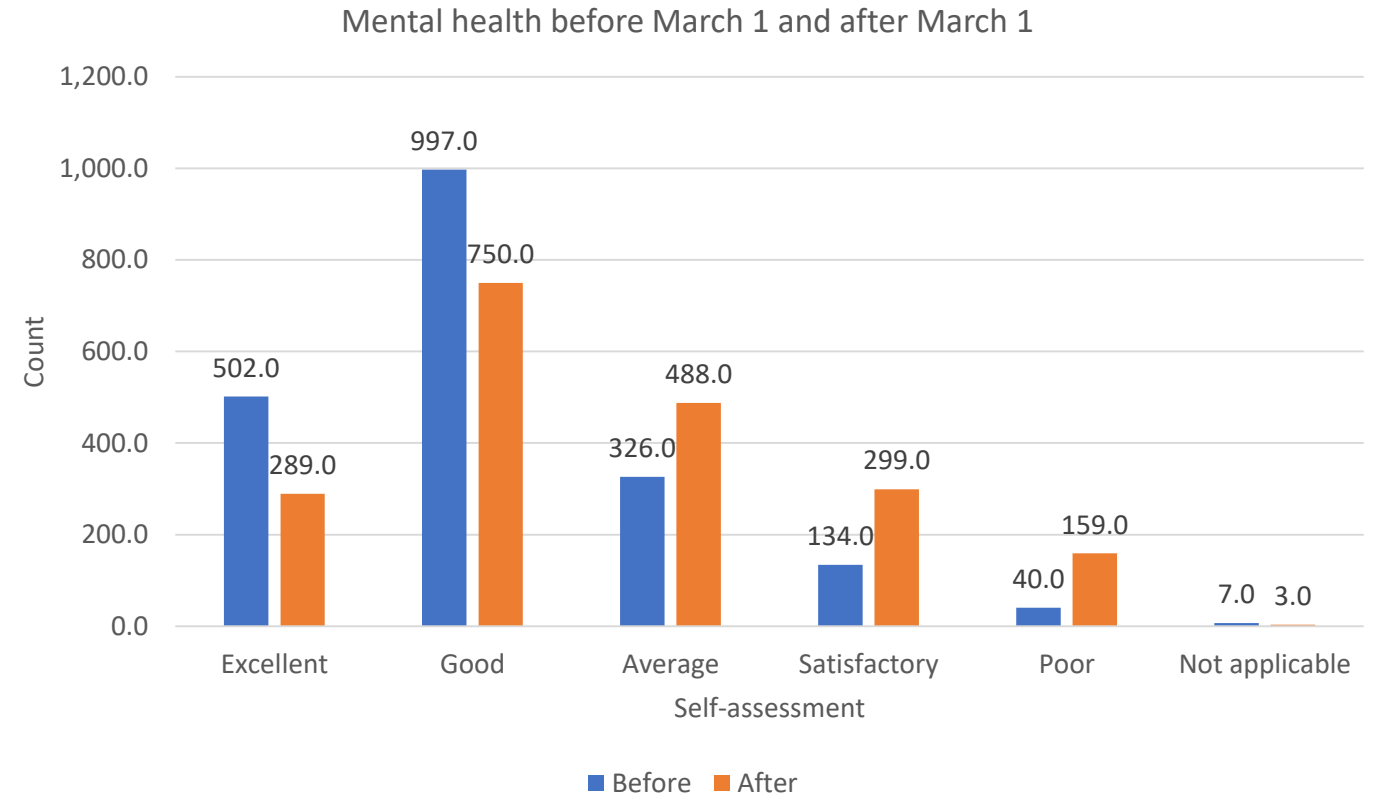
	Before	After
Excellent	401.0	313.0
Good	986.0	911.0
Average	401.0	414.0
Satisfactory	163.0	226.0
Poor	62.0	119.0
Not applicable	5.0	2.0

Mental health



	Before	After
Excellent (Mental health)	662.0	368.0
Good (Mental health)	1,373.0	1,003.0
Average (Mental health)	455.0	663.0
Satisfactory (Mental health)	176.0	419.0
Poor (Mental health)	54.0	235.0
Not applicable (Mental health)	7.0	4.0

Mental health Huron



	Before	After
Excellent	502.0	289.0
Good	997.0	750.0
Average	326.0	488.0
Satisfactory	134.0	299.0
Poor	40.0	159.0
Not applicable	7.0	3.0

Q14 - Individual Well-Being

Prior to the COVID-19 pandemic (March 1, 2020), how would you rate your:

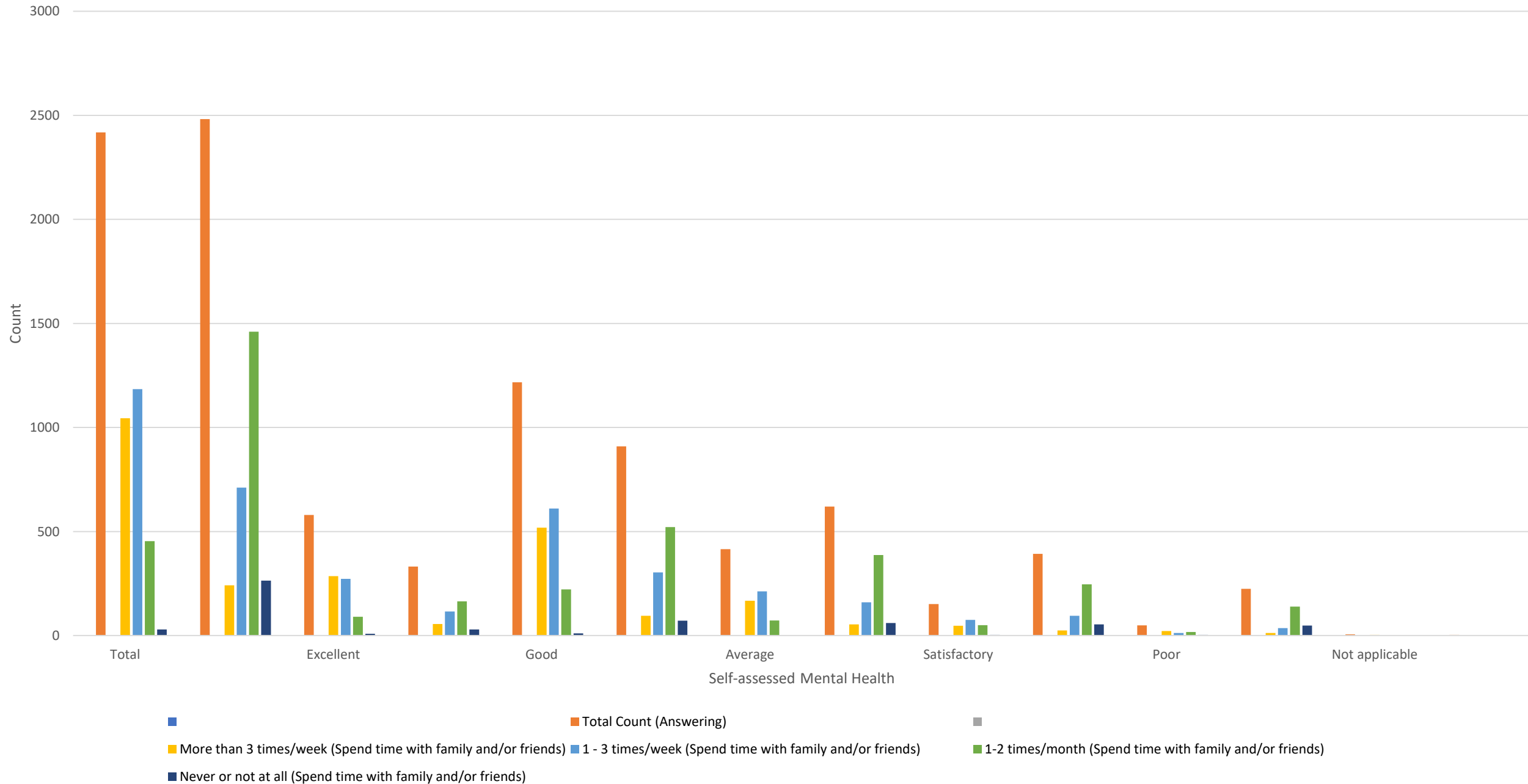
		Q2: What is your sex? > Q3: How old are you?					
			Female				
		Total	18 - 29 years	30 - 39 years	40 - 49 years	50 - 59 years	Prefer not to answer
Mental health	Total Count (Answering)	1,026.0	141.0	268.0	239.0	376.0	2.0
	Excellent	17.1%	12.8%	12.7%	16.3%	22.1%	50.0%
	Good	50.9%	46.8%	49.6%	54.8%	51.1%	0.0%
	Average	21.4%	22.7%	29.1%	22.2%	14.9%	50.0%
	Satisfactory	7.6%	12.8%	7.1%	5.0%	7.7%	0.0%
	Poor	2.9%	5.0%	1.5%	1.7%	4.0%	0.0%
	Not applicable	0.1%	0.0%	0.0%	0.0%	0.3%	0.0%
	Overall Stat Test of Percentages	3.492113789515937e-12					

Q14 - Individual Well-Being

Since the start of the COVID-19 pandemic (March 1, 2020), how would you rate your:

		Q2: What is your sex? > Q3: How old are you?					
			Female				
		Total	18 - 29 years	30 - 39 years	40 - 49 years	50 - 59 years	Prefer not to answer
Mental health	Total Count (Answering)	998.0	131.0	261.0	235.0	369.0	2.0
	Excellent	5.5%	3.1%	3.1%	6.8%	7.0%	50.0%
	Good	29.5%	26.0%	24.5%	31.5%	33.1%	0.0%
	Average	30.1%	27.5%	31.4%	31.5%	29.3%	0.0%
	Satisfactory	21.0%	21.4%	25.7%	20.0%	18.4%	0.0%
	Poor	13.8%	21.4%	15.3%	10.2%	12.2%	50.0%
	Not applicable	0.1%	0.8%	0.0%	0.0%	0.0%	0.0%
	Overall Stat Test of Percentages	1.8106570319903733e-69					

Self-Assessed Mental Health (Social behaviour)



SO WHAT?

Policy implications

Individual

- Mental health
- Personal finances

Social behaviour

- Shopping/local support
- Isolation

Day-to-living

- Anxiety





Next steps

Complete analysis

- Need to highlight the uniqueness of rural communities
- Promote rural resiliency

Qualitative data

- Focus groups/interview
- Art visualizations

Mobilization

- Journals articles
- Technical reports
- Infographics

Thank you.

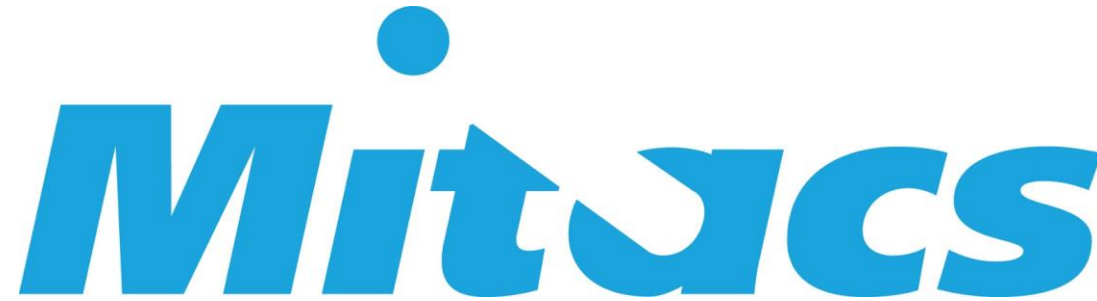
Research assistants:

Alexandra Fracz, Patricia Butt, Patrick Fung, Rachel Neiser

Advisory committee:

Susanna Reid (SRPC), Beth Blowes (SRPC), Gwyneth Woods (The Salvation Army – Listowel), Kathy Vassilakos (SRPC, Councilor, Stratford)

Contact: Leith Deacon, PhD
Leith.Deacon@uoguelph.ca
@scd_planning



CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Lisa Finch, Land Division Administrator
DATE: 12/16/2020
SUBJECT: The authority to grant undisputed consents is delegated to the Director of Planning under By-law No. 2018-071. The report lists the applications which received provisional consent approval since the last report. County Council is notified for information and appeal purposes only.

RECOMMENDATION:

RECOMMENDED MOTION

THAT:

The recommendation of Lisa Finch, Land Division Administrator, that no objections be lodged further to the Delegated Consents submitted with the report of December 16, 2020, be approved.

BACKGROUND:

COMMENTS:

(a) C65-2020 - (Owner) Estate of Dorothy Brindley, c/o Patricia Cooke, Cynthia Austin and Stephen Austin (Applicant) Douglas A. Culbert, Part Block D & Martin Road, Plan 582 & Part 1, Lake Range Concession, South of Town Plot, Township of Ashfield-Colborne-Wawanosh

This undisputed consent was granted provisional consent on November 10, 2020. The purpose and effect of this application is for the creation of new lots. There are two concurrent severance applications being considered, this file and file C64-2020 respectively. The vacant land to be severed in this second application is approximately 3564 m² (identified as Severed B). The vacant land to be retained in this second application is approximately 3564 m² (identified as Retained B). The two severance applications together will create three new residential lots.

(b) C74-2020 - (Owner/Applicant) Anna Maria Geene, Front Concession NTP, Part Lot 42, Township of Ashfield-Colborne-Wawanosh

This undisputed consent was granted provisional consent on November 25, 2020. The purpose and effect of this application is for the creation of an easement for access over a private road. The proposed vacant land for the easement is approximately 3 acres (1.21 ha). The land to be retained is approximately 89 acres (36.01 ha) consisting of a house, buildings and farmland.

(c) C75-2020 - (Owner) Eugene Johnston (Applicant) Jesse Johnston, Concession 1, Part Lot 19, S/T ROW, West Wawanosh, Township of Ashfield-Colborne-Wawanosh

This undisputed consent was granted provisional consent on November 17, 2020. The purpose

and effect of this application is for the creation of a new lot under the surplus farm residence policies. The proposed land to be severed is approximately 2.94 acres (1.18 ha) consisting of a house and two sheds. The vacant land to be retained is approximately 47.04 acres (19.03 ha).

(d) C76-2020 - (Owner/Applicant) Natalie Van Diepenbeek, Concession 2 ED, NE Part Lot 9, Township of Ashfield-Colborne-Wawanosh

This undisputed consent was granted provisional consent on November 24, 2020. The purpose and effect of this application is for an addition to a lot. The vacant farm land proposed to be severed is approximately 2.75 acres (1.11 ha). The land to be retained is approximately 48.24 acres (19.52 ha) consisting of a house, shed, barns, farm land and a bush. It is proposed that the severed land will merge with the abutting land, Concession 2 ED, W Part Lot 9 (36651 Hawkins Road), owned by William and Jean Pentland.

(e) C78-2020 - (Owner/Applicant) Karl & Astrid Guntensperger, Concession 3 and 4, Lot 22, McKillop Ward, Municipality of Huron East

This undisputed consent was granted provisional consent on November 26, 2020. The purpose and effect of this application is for the creation of a new lot. The vacant agricultural land to be severed is approximately 100 acres (40.47 ha). The land to be retained is approximately 100 acres (40.47 ha) consisting of a residence, dairy barns, a shop and agricultural lands.

(f) C80-2020 - (Owner/Applicant) Michael & Diana Courtney, Plan 594, Part Lot 8 and Plan 14, Part Lot 66, 22R-1310 Part 4, Ashfield, Township of Ashfield-Colborne-Wawanosh

This undisputed consent was granted provisional consent on November 24, 2020. The purpose and effect of this application is for the creation of an easement for access to a driveway. The proposed vacant land (driveway) for the easement is approximately 220 square metres. The land to be retained is approximately 2080 square metres consisting of a cottage. The application proposes an easement to allow use of the driveway to Shirley Courtney, abutting land owner.

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description

Type

Upload Date

File Name

No Attachments Available

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Sandra Weber, Director
DATE: 12/16/2020
SUBJECT: Zoning By-laws and amendments are circulated to the County from local municipalities. These by-laws are reviewed for conformity with the County Official Plan and with the local Official Plan. The By-laws are listed in the report.

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The recommendation of Sandra Weber, Director of Planning and Development, that no objections be lodged to the Zoning By-laws submitted with the report of December 16, 2020, be approved.

BACKGROUND:

1. By-law No. 70-2020, Township of Ashfield-Colborne-Wawanosh, West Wawanosh

By-law No. 70-2020 changes the zoning on a portion of Wawanosh Concession 13, East Lot 23 (West Wawanosh), Township of Ashfield-Colborne-Wawanosh. The purpose and effect of this Zoning By-law Amendment is to change the provisions of the Natural Environment Special Zone (NE5-5) zoning on a portion of the property to accommodate a kennel use while maintaining all other existing uses. All other provisions of the Township of Ashfield-Colborne-Wawanosh Zoning By-law 32-2008 shall apply.

2. By-law No. 79-2020, Township of Ashfield-Colborne-Wawanosh, Colborne Ward

By-law No. 79-2020 removes the holding applied to the 1.37 acre portion of the property known as Maitland Conc, Part Lot 29, Colborne (81003 River Line) zoned Natural Environment-Special Zone-Holding (NE1-45-H). This will allow for the development of structures permitted as per the approved provisions of the NE1-45 zone. All other provisions of the Township of Ashfield-Colborne-Wawanosh Zoning By-law 32-2008 shall apply.

3. By-law No. 100-2020, Municipality of Bluewater, Hay East Ward

By-law No. 100-2020 is to amend the zoning on Lot 3, Plan 527, Hay East Ward, Municipality of Bluewater to permit a temporary residential dwelling (a "garden suite") for a period of up to 20 years. The garden suite is the existing mobile home on the property. The lands affected by this zoning by-law amendment are approximately 1.1 hectares (2.7 acres) and are located at 106 Centre Street. This by-law amends Zoning By-law No. 43-2015. All other provisions apply.

4. By-law No 61-2020, Municipality of Central Huron, West Ward Goderich

By-law No. 61-2020 changes the zoning on part of the lands at Concession 18, Part Lot 3, West

Ward from Development (D) to Residential-Low Density (R1) in order to permit the construction of a single house. The subject property is approximately 0.6 ha (1.5 acres), and was created following severance application C3-2020. The severed lot is the subject property for this amendment. All other provisions of By-law 40-2010 shall apply.

5. By-law No. 58-2020, Municipality of South Huron, Exeter Ward

By-law No. 58-2020, Municipality of South Huron, Exeter Ward affects Part Lot 1016, Plan 376, Exeter Ward and is municipally known as 327 Thames Road East. The lands are to be rezoned to Light Industrial-Special Zone (M1-11) from Light Industrial Zone (M1) to permit a veterinary clinic on the property. This By-law amends Zoning By-law No. 69-2018 of the Municipality of South Huron. All other provisions shall apply.

6. By-law No. 59-2020, Municipality of South Huron, Stephen Ward

By-law No. 59-2020, Municipality of South Huron, Stephen Ward affects Part Lot 18, Concession 2, Plan 376, Stephen Ward and is municipally known as 70586 Airport Line. The lands are to be rezoned to Agricultural Commercial-Industrial-Special Zone (AG3-8) from General Agriculture (AG1) to reflect the use of the property for a commercial greenhouse and remove the requirement for a maximum of 6 months annually. The AG3-8 zone will also increase the maximum permitted zone coverage from 30% to 40%. The owner intends to build a large permanent bunkhouse for seasonal workers related to the greenhouse. This By-law amends Zoning By-law No. 69-2018 of the Municipality of South Huron. All other provisions shall apply.

7. By-law No. 60-2020, Municipality of South Huron - Affecting all lands within the Municipality of South Huron

By-law No. 60-2020, Municipality of South Huron, affects all lands within the Municipality of South Huron. Section 3.38. of By-law No. 69-2018 is hereby deleted and replaced with the following:

3.38 Setbacks of Buildings and Structures along Closed Municipal Drains and Conservation Authority Regulations

3.38.1. Setback from a Closed Municipal Drain

No Building or structure shall be erected closer to the centerline of a closed municipal drain than:

-within a settlement area: 4 metres; -outside a settlement area: 7.5 metres

3.38.2 Setback from an Open Municipal Drain

No building or structure shall be erected closer than 10 metres to the top-of-bank of the working side of an open municipal drain

3.38.3 Conservation Authority Regulations

No development is permitted on lands regulated by a local Conservation Authority until it has been determined that the proposed development meets the requirements of all applicable laws regulated by the pertinent Conservation Authority (Ausable Bayfield Conservation Authority or Upper Thames River Conservation Authority).

This By-law amends Zoning By-law No. 69-2018 of the Municipality of South Huron. All other provisions shall apply.

COMMENTS:

OTHERS CONSULTED:

N/A

INFORMATION TECHNOLOGY IMPACTS:

N/A

FINANCIAL IMPACTS:

Within approved budget.

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:**SMT MANTRAS:****ATTACHMENTS:**

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council – Day 2
FROM: Dave Pullen, Forest Conservation Officer
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION: Receive for information.

BACKGROUND:

NOI ID	GFP Contractor	Name	Woodlot Acreage	Lot	Conc	Municipality	Ward
13287	No B.E. Grein Lumber Ltd.	Al Rams	17	23	17	Howick	Howick
13290	Yes Tri-Bridges Firewood	Harm-N-E Longhorns c/o Clarence Dekens	14	36	14	Central Huron	Goderich
13291	Yes Crawford Loggers	Harvey Gibson	5	Lt W 1/2 25	1	Howick	Howick
13292	Yes Crawford Loggers	Harvey Gibson	13	11	1	Howick	Howick
13297	Yes Tri-Bridges Firewood	Dekens Farms Ltd c/o Rob Dekens	12	37	14	Central Huron	Goderich
13288	No Dave Grein Logging	Calvin Halliday		20	8	Howick	Howick
13295	No Dave Grein Logging	Lorne Bell	15	17	10	Howick	Howick
13293	No Bester Forest Products	Jack Hohenadel	11	21	8	Howick	Howick
13296	Yes B. Kropf Forestry Services Ltd.	Marvin Reesor	60	Pt 21,22,23	1	Howick	Howick
13289	No Ryan O'Neil	Peter Dinsmore	70	7	11 & 12	Howick	Howick
13305	No RJ's Tree Farms	Jason Howatt	18	34	5	North Huron	E Wawanosh
13304	No Bester Forest Products	Harry Wilson	25	15	9	Morris-Turnberry	Morris
13303	No Kaster Logging Ltd.	Blake Farm Ltd. c/o Bruce & Michelle Blake	8	Pt 30	8	Morris-Turnberry	Morris
13302	No Ryan O'Neil	Sheldon Dinsmore	33	7	10	Howick	Howick
13301	No C & D Quality Logging Inc.	Robert Van Nes	20	24,25,26	1	Huron East	Grey
13300	No C & D Quality Logging Inc.	Jack Knight	15	S Pt 25	12	Huron East	Grey
13299	No C & D Quality Logging Inc.	Robert Van Nes	5	20, E Pt 19	4	Huron East	Grey
13298	No C & D Quality Logging Inc.	John Richmond	18	5	2	Morris-Turnberry	Morris

COMMENTS:

GFP: Marked by and woodlot prescription prepared by a member or associate member of the Ontario Professional Foresters Association in accordance with "Good Forestry Practice".

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

This report outlines the deployment of resources approved as part of the 2020 budget.

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Jeff Horseman, Chief Emergency Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION: Receive for information.

BACKGROUND:

Condition Yellow

A condition yellow is defined as the period of time when Huron County has two (2) or less Ambulances available to respond to a call for service. This does not mean that there was a delay of any kind unless noted otherwise.

During the month of November there was one (1) Condition Yellow.

November 4, 2020 there was a condition yellow that occurred from 00:30 and lasted for 30 minutes. There were three (3) vehicles on emergency calls within the County during this time period, leaving only two (2) vehicles available.

Call Volume – November 2020

Dispatch Priority	Percent	Count
Total 1 - Deferrable	5%	37
Total 2 - Scheduled	1%	5
Total 3 - Prompt	41%	266
Total 4 - Urgent	53%	346
Total Huron County Paramedic Services	100%	654

Calls by Station – November 2020

Station Name	Code 1	Code 2	Code 3	Code 4	Total
TUCKERSMITH	10	0	46	45	101
GODERICH	2	2	38	68	110
EXETER	4	1	40	57	102
WINGHAM	5	0	36	65	106
BAYFIELD	0	0	22	11	33
ACW	0	0	4	5	9
BRUSSELS	3	1	17	12	33
ZURICH	2	0	21	21	44
CLINTON	11	1	42	62	116
Total	37	5	266	346	654

Response Time Performance Plan

For the month of November Paramedic Response Times based on CTAS targets

2020 Target	SCA < 6min 40%	CTAS 1 < 8min 40%	CTAS 2 < 17min 65%	CTAS 3 < 17min 50%	CTAS 4 < 30min 65%	CTAS 5 < 30min 50%
November Results	0%	40.00%	88.75%	87.56%	100%	100%

911 Statistics

The chart below indicates the calls to 9-1-1 by municipality up to November 30, 2020.

MUN	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
ACW	28	33	40	57	50	72	97	66	63	66	45		617
BLUE	97	106	139	104	111	167	232	193	167	120	133		1569
CH	147	122	183	159	194	217	270	275	184	177	197		2125
God	242	170	179	182	181	206	269	213	193	210	170		2215
HWK	42	29	37	21	39	22	53	30	61	36	24		394
HE	145	114	139	131	137	187	183	193	168	129	177		1703
MT	69	72	84	38	71	78	107	83	80	75	69		826
NH	55	59	49	43	49	47	59	64	54	47	64		590
SH	155	121	134	143	144	201	220	268	201	133	159		1879
Total	980	826	984	878	976	1197	1490	1385	1171	993	1038		11918

Paramedic Training (November)

- PreHos ePCR Program

Community Paramedicine Coordinator Update

Project Lifesaver Huron:

- Huron County program currently has 7 participants registered

Universal Influenza Immunization Program (Flu Shots) update:

- We provided over 300 flu shots to County staff, tenants in County Housing, community members, Paramedics and OPP.
- Turnout at some of the clinics were much lower than predicted
- Surplus vaccine will be returned to the Huron Perth Public Health Unit

Community Care Team Relaunch

The relaunch of the Huron County Paramedic Community Care Team occurred on November 27th with the emphasis being on assisting those residents of Huron County affected by COVID 19.

The Community Care Team will be following up on anyone identified at high risk by PERIL assessment, LHIN referral, Family Health Team referral and Palliative Care Outreach.

They will be making home visits, completing COVID assessment and swabbing, immunization and wellness checks. Expanded service is expected as the program obtains additional medical direction and protocols.

In the first four days of the relaunch of the program, 12 patients have been enrolled for assessment or care that have been affected by COVID 19 Pandemic.

Emergency Management – County CEMC Update

With the second wave of COVID-19 underway the Huron County Emergency Manager (CEMC) continues to work with municipalities to develop strategies and protocols to meet the challenges and interpret directives from both the Province and the Huron Perth Public Health. The majority of municipalities are continuing bi-weekly meetings and regularly reach out to the CEMC for clarification of rapidly changing legislation or directives.

The CEMC has also actively been communicating with the Provincial Emergency Operations Centre and Ministry of Health for clarifications on regulations as the local area transitions to a more restrictive level.

As the co-chair of the Bruce Sector (Huron, Perth, Bruce, Grey, Dufferin and Wellington Counties) the CEMC participated in the Provincial Emergency Management Coordinating Committee meeting. The PEMCC brings together municipal and provincial ministries to address issues in emergency management.

Preparation is presently underway for annual Compliance within the County. The CEMC is meeting with Emergency Management Program Committees to ensure all required items under legislation are completed for 2020. Meetings will continue into December after which the CEMC will begin the online approvals process

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

Service excellence, Community-centered

SMT VALUES:

Honesty

SMT MANTRAS:

Have honest conversations

ATTACHMENTS:

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Chair and members of Council Day 2
FROM: Lisa Harvey, Junior Accountant
DATE: 12/16/2020
SUBJECT: The financial statements for the month ending October 31, 2020 will be reviewed.

Department	Revenue		Expenditures		County Contribution	
	YTD Actual	YTD Budget	YTD Actual	YTD Budget	YTD Actual	YTD Budget
Huron County	\$82,468,696	\$83,476,740	\$73,837,898	\$81,026,259	(\$8,630,798)	(\$2,450,481)
Consol.						
Council	\$0	\$0	\$311,790	\$497,100	\$311,790	\$497,100
Corporate	\$39,817,199	\$40,635,580	\$4,701,702	\$5,260,630	(\$35,115,497)	(\$35,374,950)
IT and GIS	\$199,999	\$218,330	\$1,810,709	\$2,084,202	\$1,610,710	\$1,865,872
Planning	\$301,765	\$298,320	\$1,918,382	\$2,102,439	\$1,616,617	\$1,804,119
Museum / Gaol	\$153,223	\$187,875	\$1,079,547	\$1,382,885	\$926,324	\$1,195,010
Huron Heritage	\$0	\$0	(\$91)	\$20,830	(\$91)	\$20,830
Libraries	\$149,048	\$181,405	\$2,375,531	\$2,887,541	\$2,226,483	\$2,706,136
EcDev Board	\$0	\$0	\$5,933	\$60,830	\$5,933	\$60,830
Economic						
Development	\$187,515	\$299,870	\$957,269	\$1,284,238	\$769,754	\$984,368
Buildings	\$1,393,043	\$1,300,910	\$1,823,481	\$1,947,650	\$430,438	\$646,740
Emergency Services	\$5,311,147	\$5,464,340	\$10,551,449	\$11,051,356	\$5,240,302	\$5,587,016
Public Works	\$8,787,807	\$8,285,590	\$15,551,734	\$17,757,823	\$6,763,927	\$9,472,233
Homes	\$13,109,206	\$12,604,110	\$15,600,847	\$15,703,303	\$2,491,641	\$3,099,193
Social Services	\$13,058,211	\$14,000,410	\$15,846,793	\$17,835,272	\$2,788,582	\$3,834,862
Social Housing	\$3,719,658	\$3,856,820	\$5,562,779	\$6,365,879	\$1,843,121	\$2,509,059

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The financial statements for the month ending October 31, 2020 be received.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
Financial Statements	Budget	12/3/2020	10-OCT_All_Depts.pdf



County of Huron
Operating
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
County Levy General	\$43,775,188	\$36,479,320	\$36,479,323	(\$3)
Payment in Lieu	290,000	241,670	241,667	3
Supplementary Taxes	550,000	458,330	458,333	(3)
Provincial Operating Grants	30,736,032	25,613,370	24,420,065	1,193,305
Provincial Project Grants	2,956,748	2,463,960	3,350,774	(886,814)
Ontario Municipal Partnership Fund	1,249,000	1,040,830	1,040,833	(3)
Federal Project Grants	4,104,902	3,419,890	3,463,002	(43,112)
Federal Other Grants	751,887	626,580	626,572	8
Services to Municipalities	230,408	192,000	78,609	113,391
Admissions	55,000	51,670	4,748	46,922
Donations	37,650	31,630	14,438	17,192
Fees/Licenses	435,000	362,490	348,235	14,255
Fines	900,000	750,000	540,251	209,749
Memberships	2,000	1,670	450	1,220
Parking	2,073	1,730	920	810
Resident - Basic	1,449,000	1,207,500	1,061,369	146,131
Resident - Basic - Private	1,858,000	1,548,330	1,614,966	(66,636)
Resident - Basic - SemiPrivate	539,000	449,170	375,353	73,817
Resident - Preferred - Private	776,000	646,670	682,155	(35,485)
Resident - Pref. Semi-Private	96,000	80,000	76,665	3,335
Miscellaneous Revenue	200,428	167,030	227,675	(60,645)
Investment Income	1,000,600	833,830	662,355	171,475
Intra County Recoveries	3,601,259	3,001,060	2,800,322	200,738
Rent/Lease	4,171,659	3,476,650	3,577,268	(100,618)
Sales	11,500	10,170	32,977	(22,807)
Third Party Recoveries	364,626	303,860	288,588	15,272
Educational Programs	16,000	14,830	638	14,192
Reading Room Fees	1,000	830	85	745
Archival Fees	2,000	1,670	60	1,610
TOTAL REVENUE	\$100,162,960	\$83,476,740	\$82,468,696	\$1,008,044

EXPENDITURES

Salaries - Full Time	25,622,820	21,356,638	20,105,530	1,251,108
Salaries - Part Time	11,019,247	9,186,299	8,861,328	324,971
Councillor's Remuneration	444,200	370,170	237,356	132,814
Statutory Benefits	2,808,166	2,340,854	2,250,930	89,924
Extended Benefits	2,596,956	2,164,190	1,756,625	407,565
OMERS	3,069,407	2,558,073	2,333,778	224,295
Total Salaries/Wages/Benefits	45,560,796	37,976,224	35,545,547	2,430,677
Equipment Rentals/Leases	112,338	93,610	48,182	45,428
Equipment Repairs & Maint.	1,447,160	1,205,960	921,525	284,435
Equipment Replacement New	148,098	123,570	263,045	(139,475)
Vehicle Lease & Operation	664,267	553,570	480,781	72,789
Small Tools/Equipment	30,000	25,010	10,402	14,608
Software	79,330	66,110	89,534	(23,424)
Total Equipment	2,481,193	2,067,830	1,813,469	254,361
Audit	37,850	31,550	26,650	4,900
Consulting/Professional Fees	3,458,538	2,882,130	1,252,390	1,629,740
Insurance	522,750	435,630	536,428	(100,798)
Occupational Accident Insurance	325,513	271,260	262,878	8,382



County of Huron
Operating
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Intra County Purchases	3,592,658	2,993,890	2,800,367	193,523
Legal Fees	209,500	174,600	134,446	40,154
Maintenance Contracts	15,645,389	13,038,230	8,533,430	4,504,800
Printing (External)	62,350	52,380	30,764	21,616
Security	5,485	4,570	5,744	(1,174)
Life Safety Systems	84,500	70,420	68,143	2,277
Snow Removal Contract	197,950	164,960	128,564	36,396
Miscellaneous Services	1,450	1,210	238	972
Total Purchased Service	24,143,933	20,120,830	13,780,042	6,340,788
Advertising	108,875	91,000	73,238	17,762
Associations/Memberships	113,934	94,970	79,356	15,614
Bank Charges	25,850	21,540	20,697	843
Conventions/Conferences	220,675	183,910	57,019	126,891
Hazardous Waste Collection	117,000	97,500	48,464	49,036
Internet	138,247	115,220	117,058	(1,838)
Miscellaneous Admin.	44,993	37,500	60,034	(22,534)
Office Expense	146,368	122,050	83,726	38,324
Postage/Courier	46,569	38,820	35,449	3,371
Publications & Subscriptions	32,780	27,320	31,099	(3,779)
Receivable Write Off	30,500	25,420		25,420
Rent	1,269,502	1,057,910	1,053,625	4,285
Staff Training	312,200	260,180	104,821	155,359
Telecommunications	242,209	201,840	185,384	16,456
Travel/Meals	284,982	237,860	74,888	162,972
Building Capital	526,800	439,000	78,053	360,947
Debt Payments	255,437	212,860	212,864	(4)
Garbage	68,879	57,390	50,620	6,770
Grounds Maintenance	60,500	50,430	85,635	(35,205)
Janitorial	210,400	175,330	288,140	(112,810)
Maintenance & Repairs/Building	264,400	220,320	192,719	27,601
Maintenance & Repairs/Painting	65,000	54,170	36,336	17,834
Maintenance & Repairs/Electrical	94,500	78,760	38,253	40,507
Maintenance & Repairs/HVAC	65,350	54,470	32,133	22,337
Maintenance & Repairs/Plumbing	99,850	83,210	82,724	486
Taxes	513,500	427,930	398,524	29,406
Utilities/Heat	360,588	300,480	211,183	89,297
Utilities/Hydro	1,024,800	854,000	699,783	154,217
Utilities/Water & Sewer	348,666	290,550	279,012	11,538
Depreciation Expense	11,641,950	9,701,640	9,636,216	65,424
Gain or Loss on Fixed Asset			59,710	(59,710)
Total Operational	18,735,304	15,613,580	14,406,763	1,206,817
Adjudication	45,000	37,500	13,188	24,312
Dedicated Fines	25,000	20,830	8,850	11,980
Evictions	2,000	1,670	340	1,330
Fines - Other Court Areas	65,000	54,170	24,189	29,981
ICON Charges	9,500	7,920	8,621	(701)
Provincial Administration Chgs	4,800	4,000	3,830	170
Tribunals	3,200	2,670	1,400	1,270
Victim Fine Surcharge	140,000	116,670	84,760	31,910
Witness Fees	250	210	(18)	228
Non-Capital Books	35,000	29,170	15,588	13,582
Purchases from Fundraising	5,000	4,170	230	3,940
Branch Maintenance Grants	151,000	125,830	125,833	(3)



County of Huron
Operating
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Curatorial Supplies	4,850	4,130	1,137	2,993
Exhibits	30,000	25,250	5,277	19,973
Giftware	8,000	6,830	96	6,734
Electronic Resources	72,300	60,250	69,612	(9,362)
Special Events	182,865	152,380	152,636	(256)
County Events	13,750	11,460	2,783	8,677
Basic Needs Program	4,839,890	4,033,240	3,601,210	432,030
Dental Services			9,489	(9,489)
Liquor & Beer			1,027	(1,027)
Med Dir Reg Fee	51,000	42,500	44,870	(2,370)
Medical Supplies	223,000	185,830	259,495	(73,665)
COVID-19 NonMedical Grade PPE			8,132	(8,132)
High Needs Residents	17,000	14,170	8,501	5,669
Personal Needs			630	(630)
Recreation & Entertainment	3,480	2,900	5,012	(2,112)
Replenish Bed/Linen	25,000	20,830	19,232	1,598
Replenish Dishes/Cutlery	5,500	4,580	4,804	(224)
Winter Clothing and Uniforms	101,446	84,540	71,338	13,202
Transportation			7,470	(7,470)
Emergency Shelter Solution	95,000	79,170	542,751	(463,581)
Housing w/Related Supports	278,202	231,840	192,771	39,069
Other Services and Supports	15,000	12,500	3,754	8,746
Homelessness Prevention	77,750	64,790	139,096	(74,306)
Child Care Formal	270,000	225,000	123,837	101,163
Child Care Informal	1,000	830	1,528	(698)
Community Participation			10,810	(10,810)
Disability Access			480	(480)
Employee Related Expense	349,200	291,000	147,866	143,134
Utilities Arrears			1,231	(1,231)
Medical Transportation	200,000	166,670	150,905	15,765
Provincial Benefits	45,000	37,500	36,867	633
Clinton CC-Pay Equity	26,998	22,500	22,498	2
Purchase of Service	4,352,933	3,627,470	2,535,051	1,092,419
Rent Supplement Subsidy	2,401,894	2,001,580	1,323,124	678,456
Special Diet			22,930	(22,930)
Special Needs Resources	130,000	108,330	36,128	72,202
Wage Subsidy-Non-Profit	639,342	532,780	591,885	(59,105)
Cross Border Payment	5,000	4,170		4,170
Miscellaneous Program	2,411,300	2,009,410	2,147,315	(137,905)
Program Overhead			127,138	(127,138)
Program Supplies & Costs	4,303,402	3,586,925	2,701,395	885,530
Student Nutrition			18,090	(18,090)
Family Supports			2,505	(2,505)
COVID-19 Supplies & Costs			333,234	(333,234)
Promotion/Public Relations	95,300	81,100	11,594	69,506
Tiger Dunlop	100	80	102	(22)
Less Income	(475,000)	(395,830)	(323,309)	(72,521)
Less Reimbursements	(211,400)	(176,170)	(248,714)	72,544
Less Repayments	(25,000)	(20,830)	(8,038)	(12,792)
Recovery (Apt.)			(2,044)	2,044
Total Program	21,049,852	17,544,515	15,202,342	2,342,173
Assessment - MPAC	1,243,000	1,035,830	1,035,833	(3)
OMERS Admin Fee	3,000	2,500	2,735	(235)
Current Year Surplus			(5,271)	5,271



County of Huron
Operating
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Share of Write-Offs	450,000	375,000	375,000	
Costs transferred to Capital Assets	(16,452,060)	(13,710,050)	(8,318,562)	(5,391,488)
Total Taxation and Reserves	(14,756,060)	(12,296,720)	(6,910,265)	(5,386,455)
TOTAL EXPENDITURES	<u>\$97,215,018</u>	<u>\$81,026,259</u>	<u>\$73,837,898</u>	<u>\$7,188,361</u>
LEVY REQUIREMENT	<u>(\$2,947,942)</u>	<u>(\$2,450,481)</u>	<u>(\$8,630,798)</u>	<u>\$6,180,317</u>



County of Huron
Members of Council
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
EXPENDITURES				
Councillor's Remuneration	\$421,700	\$351,420	\$223,188	\$128,232
Statutory Benefits	20,100	16,750	11,908	4,842
Total Salaries/Wages/Benefits	441,800	368,170	235,096	133,074
Equipment Replacement New	2,000	1,670		1,670
Total Equipment	2,000	1,670		1,670
Consulting/Professional Fees	10,000	8,330		8,330
Insurance	9,400	7,830	7,833	(3)
Legal Fees	1,000	830		830
Printing (External)	500	420		420
Total Purchased Service	20,900	17,410	7,833	9,577
Advertising	500	420	302	118
Associations/Memberships	35,200	29,330	34,434	(5,104)
Conventions/Conferences	55,500	46,250	24,469	21,781
Miscellaneous Admin.	1,200	1,000	188	812
Office Expense	250	210		210
Rent	9,400	7,830	7,833	(3)
Telecommunications	660	550	445	105
Travel/Meals	8,600	7,170	278	6,892
Depreciation Expense	1,100	920	912	8
Total Operational	112,410	93,680	68,861	24,819
Special Events	8,900	7,420		7,420
Promotion/Public Relations	10,500	8,750		8,750
Total Program	19,400	16,170		16,170
TOTAL EXPENDITURES	\$596,510	\$497,100	\$311,790	\$185,310
LEVY REQUIREMENT	\$596,510	\$497,100	\$311,790	\$185,310



County of Huron
Accessibility Committee
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
EXPENDITURES				
Councillor's Remuneration	\$15,000	\$12,500	\$4,343	\$8,157
Statutory Benefits			128	(128)
Total Salaries/Wages/Benefits	15,000	12,500	4,471	8,029
Consulting/Professional Fees	37,000	30,830	24,846	5,984
Insurance	900	750	750	
Printing (External)	600	500		500
Total Purchased Service	38,500	32,080	25,596	6,484
Travel/Meals	1,500	1,250		1,250
Total Operational	1,500	1,250		1,250
Miscellaneous Program	11,000	9,170	2,624	6,546
Total Program	11,000	9,170	2,624	6,546
TOTAL EXPENDITURES	\$66,000	\$55,000	\$32,691	\$22,309
LEVY REQUIREMENT	\$66,000	\$55,000	\$32,691	\$22,309



County of Huron
Economic Development Board
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
EXPENDITURES				
Councillor's Remuneration	\$7,500	\$6,250	\$4,874	\$1,376
Statutory Benefits			177	(177)
Total Salaries/Wages/Benefits	7,500	6,250	5,051	1,199
Conventions/Conferences	10,000	8,330		8,330
Travel/Meals	5,500	4,580	882	3,698
Total Operational	15,500	12,910	882	12,028
Program Supplies & Costs	50,000	41,670		41,670
Total Program	50,000	41,670		41,670
TOTAL EXPENDITURES	\$73,000	\$60,830	\$5,933	\$54,897
LEVY REQUIREMENT	\$73,000	\$60,830	\$5,933	\$54,897



County of Huron
Economic Development
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$94,900	\$79,080	\$12,539	\$66,541
Provincial Project Grants	96,000	80,000	63,030	16,970
Federal Project Grants	148,946	124,120	90,700	33,420
Third Party Recoveries	20,000	16,670	21,246	(4,576)
TOTAL REVENUE	<u>\$359,846</u>	<u>\$299,870</u>	<u>\$187,515</u>	<u>\$112,355</u>
EXPENDITURES				
Salaries - Full Time	507,185	423,312	413,219	10,093
Salaries - Part Time	118,763	99,124	106,765	(7,641)
Statutory Benefits	48,680	40,627	41,322	(695)
Extended Benefits	46,887	39,090	32,300	6,790
OMERS	51,574	43,045	42,283	762
Total Salaries/Wages/Benefits	773,089	645,198	635,889	9,309
Equipment Rentals/Leases	2,592	2,160	1,490	670
Equipment Repairs & Maint.	500	420		420
Equipment Replacement New	500	420		420
Total Equipment	3,592	3,000	1,490	1,510
Audit	2,000	1,660	1,667	(7)
Consulting/Professional Fees	114,910	95,760	45,213	50,547
Insurance	2,400	2,000	2,000	
Intra County Purchases			4,293	(4,293)
Legal Fees	5,000	4,170		4,170
Maintenance Contracts	4,539	3,780	623	3,157
Printing (External)	20,000	16,670	6,429	10,241
Total Purchased Service	148,849	124,040	60,225	63,815
Advertising	39,800	33,170	54,705	(21,535)
Associations/Memberships	2,400	2,000	1,756	244
Bank Charges			25	(25)
Conventions/Conferences	9,500	7,920	6,048	1,872
Internet	750	630	531	99
Miscellaneous Admin.	3,000	2,500	2,572	(72)
Office Expense	7,100	5,910	3,167	2,743
Postage/Courier	5,000	4,170	9,687	(5,517)
Publications & Subscriptions	8,200	6,830	8,880	(2,050)
Rent	30,528	25,440	27,984	(2,544)
Staff Training	9,450	7,880	1,748	6,132
Telecommunications	6,000	5,000	5,243	(243)
Travel/Meals	33,846	28,210	5,081	23,129
Depreciation Expense	27,821	23,180	18,961	4,219
Total Operational	183,395	152,840	146,388	6,452
Special Events	51,465	42,890	639	42,251
County Events	13,750	11,460	2,783	8,677
Miscellaneous Program	15,000	12,500	15,060	(2,560)
Program Supplies & Costs	346,769	288,970	93,662	195,308
Promotion/Public Relations	4,000	3,340	1,133	2,207
Total Program	430,984	359,160	113,277	245,883



**County of Huron
Economic Development
For the Ten Months Ending Saturday, October 31, 2020**

	<u>Current Annual Budget</u>	<u>Current Budget To Date</u>	<u>Current Actual To Date</u>	<u>Variance from Budget</u>
TOTAL EXPENDITURES	<u>\$1,539,909</u>	<u>\$1,284,238</u>	<u>\$957,269</u>	<u>\$326,969</u>
LEVY REQUIREMENT	<u>\$1,180,063</u>	<u>\$984,368</u>	<u>\$769,754</u>	<u>\$214,614</u>



County of Huron
Corporate
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
County Levy General	\$43,775,188	\$36,479,320	\$36,479,323	(\$3)
Payment in Lieu	290,000	241,670	241,667	3
Supplementary Taxes	550,000	458,330	458,333	(3)
Provincial Operating Grants	560,000	466,670		466,670
Provincial Project Grants			21,624	(21,624)
Ontario Municipal Partnership Fund	1,249,000	1,040,830	1,040,833	(3)
Fees/Licenses			167	(167)
Fines	885,000	737,500	537,171	200,329
Investment Income	1,000,000	833,330	662,040	171,290
Intra County Recoveries	451,504	376,260	376,253	7
Rent/Lease			400	(400)
Third Party Recoveries	2,000	1,670	(612)	2,282
TOTAL REVENUE	\$48,762,692	\$40,635,580	\$39,817,199	\$818,381

EXPENDITURES

Salaries - Full Time	1,888,528	1,576,193	1,523,473	52,720
Salaries - Part Time	137,605	114,840	47,813	67,027
Statutory Benefits	140,124	116,944	106,421	10,523
Extended Benefits	159,476	132,890	111,765	21,125
OMERS	211,093	176,183	168,109	8,074
Total Salaries/Wages/Benefits	2,536,826	2,117,050	1,957,581	159,469
Equipment Rentals/Leases	8,295	6,910	6,781	129
Equipment Repairs & Maint.	2,900	2,420	1,309	1,111
Equipment Replacement New	4,500	3,740	170,357	(166,617)
Small Tools/Equipment	500	420	8,281	(7,861)
Software			11,852	(11,852)
Total Equipment	16,195	13,490	198,580	(185,090)
Audit	11,550	9,630	7,979	1,651
Consulting/Professional Fees	880,500	733,750	222,195	511,555
Insurance	15,200	12,670	114,507	(101,837)
Occupational Accident Insurance	4,543	3,790	2,115	1,675
Intra County Purchases	3,120	2,600	100	2,500
Legal Fees	76,000	63,340	50,370	12,970
Maintenance Contracts	600	500	504	(4)
Printing (External)	12,500	10,410	19,042	(8,632)
Miscellaneous Services	700	580		580
Total Purchased Service	1,004,713	837,270	416,812	420,458
Advertising	1,750	1,470		1,470
Associations/Memberships	15,185	12,660	13,047	(387)
Bank Charges	19,600	16,330	16,103	227
Conventions/Conferences	51,200	42,670	10,061	32,609
Internet			28,874	(28,874)
Miscellaneous Admin.	1,700	1,420	9,599	(8,179)
Office Expense	28,050	23,370	21,743	1,627
Postage/Courier	10,744	8,950	5,854	3,096
Publications & Subscriptions	7,070	5,890	5,538	352
Rent	71,490	59,570	59,575	(5)
Staff Training	74,450	62,040	29,491	32,549
Telecommunications	32,249	26,880	33,031	(6,151)



County of Huron
Corporate
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Travel/Meals	34,901	29,080	4,709	24,371
Building Capital			24,954	(24,954)
Janitorial			43,613	(43,613)
Depreciation Expense	40,683	33,900	47,906	(14,006)
Total Operational	389,072	324,230	354,098	(29,868)
Adjudication	45,000	37,500	13,188	24,312
Dedicated Fines	25,000	20,830	8,850	11,980
Fines - Other Court Areas	65,000	54,170	24,189	29,981
ICON Charges	9,500	7,920	8,621	(701)
Provincial Administration Chgs	4,800	4,000	3,830	170
Victim Fine Surcharge	140,000	116,670	84,760	31,910
Witness Fees	250	210	(18)	228
Special Events	10,000	8,330	5,821	2,509
Medical Supplies			79,798	(79,798)
COVID-19 NonMedical Grade PPE			8,132	(8,132)
Miscellaneous Program	349,000	290,830	118,484	172,346
Program Supplies & Costs	17,750	14,800	5,408	9,392
Total Program	666,300	555,260	361,063	194,197
Assessment - MPAC	1,243,000	1,035,830	1,035,833	(3)
OMERS Admin Fee	3,000	2,500	2,735	(235)
Share of Write-Offs	450,000	375,000	375,000	
Total Taxation and Reserves	1,696,000	1,413,330	1,413,568	(238)
TOTAL EXPENDITURES	<u>\$6,309,106</u>	<u>\$5,260,630</u>	<u>\$4,701,702</u>	<u>\$558,928</u>
LEVY REQUIREMENT	<u>(\$42,453,586)</u>	<u>(\$35,374,950)</u>	<u>(\$35,115,497)</u>	<u>(\$259,453)</u>



County of Huron
IT and GIS
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Intra County Recoveries	\$239,823	\$199,850	\$199,854	(\$4)
Third Party Recoveries	22,176	18,480	145	18,335
TOTAL REVENUE	<u>\$261,999</u>	<u>\$218,330</u>	<u>\$199,999</u>	<u>\$18,331</u>
EXPENDITURES				
Salaries - Full Time	1,400,414	1,168,808	1,035,327	133,481
Salaries - Part Time	54,665	45,623	34,162	11,461
Statutory Benefits	99,967	83,429	79,678	3,751
Extended Benefits	117,342	97,790	81,326	16,464
OMERS	147,731	123,302	110,002	13,300
Total Salaries/Wages/Benefits	1,820,119	1,518,952	1,340,495	178,457
Equipment Repairs & Maint.	33,825	28,180	8,419	19,761
Equipment Replacement New	70,700	58,920	56,421	2,499
Small Tools/Equipment	3,000	2,500	190	2,310
Software	65,040	54,200	68,254	(14,054)
Total Equipment	172,565	143,800	133,284	10,516
Consulting/Professional Fees	107,962	89,970	30,094	59,876
Insurance	6,400	5,330	5,333	(3)
Legal Fees	1,000	830	3,084	(2,254)
Maintenance Contracts	107,021	89,180	101,868	(12,688)
Printing (External)	1,400	1,160		1,160
Total Purchased Service	223,783	186,470	140,379	46,091
Associations/Memberships	1,849	1,540	1,595	(55)
Conventions/Conferences	18,200	15,170	516	14,654
Internet	111,441	92,870	72,907	19,963
Office Expense	4,918	4,100	851	3,249
Postage/Courier	1,025	850	441	409
Publications & Subscriptions	5,650	4,710	5,163	(453)
Rent	28,357	23,630	23,631	(1)
Staff Training	15,300	12,750	8,017	4,733
Telecommunications	9,425	7,850	5,265	2,585
Travel/Meals	8,500	7,080	4,498	2,582
Depreciation Expense	77,315	64,430	73,667	(9,237)
Total Operational	281,980	234,980	196,551	38,429
TOTAL EXPENDITURES	<u>\$2,498,447</u>	<u>\$2,084,202</u>	<u>\$1,810,709</u>	<u>\$273,493</u>
LEVY REQUIREMENT	<u>\$2,236,448</u>	<u>\$1,865,872</u>	<u>\$1,610,710</u>	<u>\$255,162</u>



**County of Huron
County Buildings
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Rent/Lease	\$1,561,088	\$1,300,910	\$1,388,851	(\$87,941)
Third Party Recoveries			4,192	(4,192)
TOTAL REVENUE	<u>\$1,561,088</u>	<u>\$1,300,910</u>	<u>\$1,393,043</u>	<u>(\$92,133)</u>
EXPENDITURES				
Salaries - Full Time	476,498	397,693	466,838	(69,145)
Salaries - Part Time	53,347	44,528	56,209	(11,681)
Statutory Benefits	41,278	34,457	41,111	(6,654)
Extended Benefits	53,754	44,790	45,340	(550)
OMERS	50,650	42,272	50,454	(8,182)
Total Salaries/Wages/Benefits	<u>675,527</u>	<u>563,740</u>	<u>659,952</u>	<u>(96,212)</u>
Equipment Rentals/Leases			343	(343)
Equipment Repairs & Maint.	13,000	10,830	11,127	(297)
Equipment Replacement New	4,350	3,630	608	3,022
Vehicle Lease & Operation	50,000	41,670	32,996	8,674
Total Equipment	<u>67,350</u>	<u>56,130</u>	<u>45,074</u>	<u>11,056</u>
Consulting/Professional Fees			305	(305)
Insurance	37,950	31,630	28,750	2,880
Occupational Accident Insurance	11,275	9,400	8,767	633
Legal Fees	2,000	1,670	8,487	(6,817)
Maintenance Contracts	5,800	4,830	3,541	1,289
Security	2,500	2,080	3,179	(1,099)
Life Safety Systems	26,000	21,670	20,367	1,303
Snow Removal Contract	65,950	54,960	36,127	18,833
Miscellaneous Services			238	(238)
Total Purchased Service	<u>151,475</u>	<u>126,240</u>	<u>109,761</u>	<u>16,479</u>
Advertising	500	420	625	(205)
Associations/Memberships			187	(187)
Conventions/Conferences	1,000	830		830
Miscellaneous Admin.	200	170	356	(186)
Office Expense	3,100	2,580	1,844	736
Postage/Courier	1,400	1,170	1,395	(225)
Publications & Subscriptions	800	670	961	(291)
Staff Training	4,000	3,330	1,332	1,998
Telecommunications	8,800	7,330	6,872	458
Travel/Meals	400	330	742	(412)
Building Capital	129,400	107,830	4,455	103,375
Garbage	15,400	12,830	6,678	6,152
Grounds Maintenance	17,200	14,320	22,170	(7,850)
Janitorial	60,800	50,670	51,394	(724)
Maintenance & Repairs/Building	59,400	49,470	29,163	20,307
Maintenance & Repairs/Electrical	29,500	24,590	8,280	16,310
Maintenance & Repairs/HVAC	45,350	37,810	19,965	17,845
Maintenance & Repairs/Plumbing	26,350	21,960	24,804	(2,844)
Taxes	20,000	16,670	19,394	(2,724)
Utilities/Heat	105,000	87,500	52,842	34,658
Utilities/Hydro	248,200	206,830	189,538	17,292
Utilities/Water & Sewer	28,500	23,740	14,088	9,652
Depreciation Expense	633,585	527,990	550,332	(22,342)



**County of Huron
County Buildings
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Total Operational	1,438,885	1,199,040	1,007,417	191,623
Winter Clothing and Uniforms	3,000	2,500	1,177	1,323
Miscellaneous Program			100	(100)
Total Program	3,000	2,500	1,277	1,223
TOTAL EXPENDITURES	<u>\$2,336,237</u>	<u>\$1,947,650</u>	<u>\$1,823,481</u>	<u>\$124,169</u>
LEVY REQUIREMENT	<u>\$775,149</u>	<u>\$646,740</u>	<u>\$430,438</u>	<u>\$216,302</u>



County of Huron
Emergency Services
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$6,101,257	\$5,084,380	\$4,902,873	\$181,507
Services to Municipalities			73,354	(73,354)
Rent/Lease	389,192	324,330	308,422	15,908
Third Party Recoveries	66,750	55,630	26,498	29,132
TOTAL REVENUE	<u>\$6,557,199</u>	<u>\$5,464,340</u>	<u>\$5,311,147</u>	<u>\$153,193</u>
EXPENDITURES				
Salaries - Full Time	6,321,858	5,261,956	4,942,159	319,797
Salaries - Part Time	2,075,305	1,727,293	1,930,397	(203,104)
Statutory Benefits	554,820	461,792	476,168	(14,376)
Extended Benefits	526,416	438,680	366,829	71,851
OMERS	843,568	702,135	609,375	92,760
Total Salaries/Wages/Benefits	<u>10,321,967</u>	<u>8,591,856</u>	<u>8,324,928</u>	<u>266,928</u>
Equipment Repairs & Maint.	160,000	133,330	134,391	(1,061)
Equipment Replacement New	33,250	27,710	12,208	15,502
Vehicle Lease & Operation	536,192	446,830	398,251	48,579
Small Tools/Equipment	1,500	1,250	290	960
Total Equipment	<u>730,942</u>	<u>609,120</u>	<u>545,140</u>	<u>63,980</u>
Audit	1,900	1,580	1,308	272
Consulting/Professional Fees	5,100	4,250	9,996	(5,746)
Insurance	46,400	38,670	38,667	3
Occupational Accident Insurance	105,000	87,500	74,715	12,785
Intra County Purchases	595,150	495,960	496,003	(43)
Legal Fees	35,000	29,170	22,943	6,227
Maintenance Contracts	39,400	32,830	21,487	11,343
Printing (External)	1,500	1,250		1,250
Miscellaneous Services	750	630		630
Total Purchased Service	<u>830,200</u>	<u>691,840</u>	<u>665,119</u>	<u>26,721</u>
Advertising	1,775	1,480	260	1,220
Associations/Memberships	3,550	2,960	2,401	559
Conventions/Conferences	15,250	12,710	3,543	9,167
Internet	625	520		520
Miscellaneous Admin.	900	750	408	342
Office Expense	6,450	5,380	4,963	417
Postage/Courier	600	500	1,008	(508)
Rent	379,791	316,490	309,656	6,834
Staff Training	28,300	23,580	11,854	11,726
Telecommunications	25,075	20,900	11,281	9,619
Travel/Meals	29,835	24,860	3,444	21,416
Janitorial	2,200	1,830	1,389	441
Maintenance & Repairs/Building	5,000	4,170	1,615	2,555
Depreciation Expense	569,726	474,780	470,360	4,420
Total Operational	<u>1,069,077</u>	<u>890,910</u>	<u>822,182</u>	<u>68,728</u>
Medical Supplies	118,000	98,330	88,645	9,685
Replenish Bed/Linen	16,000	13,330	10,760	2,570
Winter Clothing and Uniforms	95,446	79,540	68,233	11,307
Purchase of Service	60,425	50,350	18,120	32,230



County of Huron
Emergency Services
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Cross Border Payment	5,000	4,170		4,170
Miscellaneous Program	1,300	1,080	109	971
Program Supplies & Costs	16,500	13,750	6,060	7,690
Promotion/Public Relations	8,500	7,080	2,153	4,927
Total Program	321,171	267,630	194,080	73,550
TOTAL EXPENDITURES	<u>\$13,273,357</u>	<u>\$11,051,356</u>	<u>\$10,551,449</u>	<u>\$499,907</u>
LEVY REQUIREMENT	<u>\$6,716,158</u>	<u>\$5,587,016</u>	<u>\$5,240,302</u>	<u>\$346,714</u>



County of Huron
Consolidated Planning Department
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Project Grants	\$1,000	\$830		\$830
Fees/Licenses	260,000	216,660	221,529	(4,869)
Sales			4,095	(4,095)
Third Party Recoveries	97,000	80,830	76,141	4,689
TOTAL REVENUE	<u>\$358,000</u>	<u>\$298,320</u>	<u>\$301,765</u>	<u>(\$3,445)</u>
EXPENDITURES				
Salaries - Full Time	1,100,499	918,486	915,856	2,630
Salaries - Part Time	288,553	240,829	174,537	66,292
Statutory Benefits	97,978	81,775	77,575	4,200
Extended Benefits	100,817	84,020	77,120	6,900
OMERS	126,135	105,269	101,263	4,006
Total Salaries/Wages/Benefits	1,713,982	1,430,379	1,346,351	84,028
Equipment Rentals/Leases	2,500	2,080	1,781	299
Equipment Repairs & Maint.	5,000	4,160	2,145	2,015
Equipment Replacement New	2,000	1,670	427	1,243
Vehicle Lease & Operation	4,800	4,000	2,521	1,479
Total Equipment	14,300	11,910	6,874	5,036
Consulting/Professional Fees	116,500	97,080	80,038	17,042
Insurance	2,900	2,420	2,417	3
Occupational Accident Insurance	3,730	3,110	2,698	412
Intra County Purchases	37,051	30,880	27,714	3,166
Legal Fees	22,000	18,330	7,026	11,304
Printing (External)	5,750	4,800	1,530	3,270
Total Purchased Service	187,931	156,620	121,423	35,197
Advertising	5,250	4,380		4,380
Associations/Memberships	8,350	6,960	6,913	47
Bank Charges	50	40	25	15
Conventions/Conferences	23,130	19,280	4,275	15,005
Office Expense	3,500	2,920	1,423	1,497
Postage/Courier	6,100	5,080	511	4,569
Publications & Subscriptions	2,100	1,750	1,747	3
Rent	36,224	30,190	30,187	3
Staff Training	15,000	12,500	9,349	3,151
Telecommunications	8,300	6,920	4,891	2,029
Travel/Meals	21,900	18,250	9,199	9,051
Taxes	35,000	29,170	33,496	(4,326)
Depreciation Expense	17,600	14,670	14,938	(268)
Total Operational	182,504	152,110	116,954	35,156
Special Events	7,000	5,830	865	4,965
Program Supplies & Costs	412,500	343,750	325,915	17,835
Promotion/Public Relations	2,200	1,840		1,840
Total Program	421,700	351,420	326,780	24,640
TOTAL EXPENDITURES	<u>\$2,520,417</u>	<u>\$2,102,439</u>	<u>\$1,918,382</u>	<u>\$184,057</u>



**County of Huron
Consolidated Planning Department
For the Ten Months Ending Saturday, October 31, 2020**

	<u>Current Annual Budget</u>	<u>Current Budget To Date</u>	<u>Current Actual To Date</u>	<u>Variance from Budget</u>
LEVY REQUIREMENT	<u>\$2,162,417</u>	<u>\$1,804,119</u>	<u>\$1,616,617</u>	<u>\$187,502</u>



**County of Huron
Museum & Gaol
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$63,226	\$52,690	\$52,688	\$2
Provincial Project Grants	5,000	4,170		4,170
Federal Project Grants	31,209	25,145	87,558	(62,413)
Admissions	55,000	51,670	4,748	46,922
Donations	16,500	14,000	2,251	11,749
Memberships	2,000	1,670	450	1,220
Miscellaneous Revenue			2,500	(2,500)
Intra County Recoveries	3,940	3,280		3,280
Rent/Lease	9,000	7,750	815	6,935
Sales	11,500	10,170	1,430	8,740
Educational Programs	16,000	14,830	638	14,192
Reading Room Fees	1,000	830	85	745
Archival Fees	2,000	1,670	60	1,610
TOTAL REVENUE	<u>\$216,375</u>	<u>\$187,875</u>	<u>\$153,223</u>	<u>\$34,652</u>
EXPENDITURES				
Salaries - Full Time	556,630	464,575	421,095	43,480
Salaries - Part Time	155,764	134,922	54,892	80,030
Statutory Benefits	59,374	49,992	38,689	11,303
Extended Benefits	53,856	44,880	34,042	10,838
OMERS	56,743	47,361	43,402	3,959
Total Salaries/Wages/Benefits	<u>882,367</u>	<u>741,730</u>	<u>592,120</u>	<u>149,610</u>
Equipment Rentals/Leases	1,800	1,500	1,439	61
Equipment Replacement New	2,650	2,380	461	1,919
Vehicle Lease & Operation	5,800	4,830	4,223	607
Total Equipment	<u>10,250</u>	<u>8,710</u>	<u>6,123</u>	<u>2,587</u>
Audit	1,300	1,080	904	176
Consulting/Professional Fees	34,900	29,090	7,175	21,915
Insurance	3,400	2,830	2,833	(3)
Occupational Accident Insurance	1,865	1,550	1,832	(282)
Intra County Purchases	50	40		40
Maintenance Contracts	3,140	3,020	3,019	1
Printing (External)	7,000	6,250	550	5,700
Security	415	350		350
Total Purchased Service	<u>52,070</u>	<u>44,210</u>	<u>16,313</u>	<u>27,897</u>
Advertising	17,500	14,830	3,891	10,939
Associations/Memberships	3,455	2,880	1,783	1,097
Bank Charges	3,000	2,500	2,056	444
Conventions/Conferences	4,500	3,750	1,157	2,593
Office Expense	6,000	5,000	1,303	3,697
Postage/Courier	1,250	1,040	18	1,022
Publications & Subscriptions	6,935	5,780	6,657	(877)
Rent	488,676	407,230	407,230	
Staff Training	5,250	4,380		4,380
Telecommunications	5,200	4,330	4,123	207
Travel/Meals	6,200	5,170	416	4,754
Grounds Maintenance	200	200		200
Depreciation Expense	24,368	20,310	19,826	484



**County of Huron
Museum & Gaol
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Total Operational	572,534	477,400	448,460	28,940
Purchases from Fundraising	5,000	4,170	230	3,940
Curatorial Supplies	4,850	4,130	1,137	2,993
Exhibits	30,000	25,250	5,277	19,973
Giftware	8,000	6,830	96	6,734
Special Events	5,500	4,580	660	3,920
Winter Clothing and Uniforms	1,200	1,000	142	858
Program Supplies & Costs	35,085	29,955	178	29,777
Promotion/Public Relations	39,800	34,840	8,709	26,131
Tiger Dunlop	100	80	102	(22)
Total Program	129,535	110,835	16,531	94,304
TOTAL EXPENDITURES	<u>\$1,646,756</u>	<u>\$1,382,885</u>	<u>\$1,079,547</u>	<u>\$303,338</u>
LEVY REQUIREMENT	<u>\$1,430,381</u>	<u>\$1,195,010</u>	<u>\$926,324</u>	<u>\$268,686</u>



**County of Huron
Huron Heritage Fund
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
EXPENDITURES				
Program Supplies & Costs	\$25,000	\$20,830	(\$91)	\$20,921
Total Program	25,000	20,830	(91)	20,921
TOTAL EXPENDITURES	\$25,000	\$20,830	(\$91)	\$20,921
LEVY REQUIREMENT	\$25,000	\$20,830	(\$91)	\$20,921



**County of Huron
Consolidated Library
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$146,390	\$121,990	\$121,992	(\$2)
Provincial Project Grants	3,445	2,870	2,949	(79)
Federal Project Grants	4,400	3,665		3,665
Services to Municipalities	10,408	8,670	5,255	3,415
Donations	21,150	17,630	12,187	5,443
Fines	15,000	12,500	3,081	9,419
Third Party Recoveries	16,900	14,080	3,584	10,496
TOTAL REVENUE	\$217,693	\$181,405	\$149,048	\$32,357
EXPENDITURES				
Salaries - Full Time	922,353	769,807	775,255	(5,448)
Salaries - Part Time	1,141,567	956,216	610,008	346,208
Statutory Benefits	174,395	145,855	110,101	35,754
Extended Benefits	96,737	80,610	65,390	15,220
OMERS	146,241	122,053	109,396	12,657
Total Salaries/Wages/Benefits	2,481,293	2,074,541	1,670,150	404,391
Equipment Rentals/Leases	2,700	2,250	4,392	(2,142)
Equipment Repairs & Maint.	2,500	2,090	353	1,737
Equipment Replacement New	6,148	5,120		5,120
Vehicle Lease & Operation	13,350	11,130	6,789	4,341
Small Tools/Equipment	15,000	12,500		12,500
Software	14,290	11,910	9,428	2,482
Total Equipment	53,988	45,000	20,962	24,038
Audit	3,200	2,670	2,719	(49)
Insurance	13,300	11,080	11,083	(3)
Occupational Accident Insurance	2,000	1,670	1,349	321
Intra County Purchases	8,340	6,950	6,167	783
Legal Fees	200	170	1,902	(1,732)
Maintenance Contracts	24,390	20,330	16,948	3,382
Printing (External)	6,500	5,420	1,196	4,224
Security	2,570	2,140	2,564	(424)
Total Purchased Service	60,500	50,430	43,928	6,502
Advertising	2,400	2,000	408	1,592
Associations/Memberships	1,695	1,410	905	505
Conventions/Conferences	8,995	7,500	4,290	3,210
Internet	25,431	21,200	14,746	6,454
Office Expense	26,400	22,070	12,595	9,475
Postage/Courier	2,600	2,170	1,235	935
Rent	75,060	62,550	62,550	
Staff Training	13,350	11,130	1,623	9,507
Telecommunications	12,700	10,580	7,487	3,093
Travel/Meals	29,300	24,800	12,784	12,016
Depreciation Expense	386,800	322,330	309,933	12,397
Total Operational	584,731	487,740	428,556	59,184
Non-Capital Books	35,000	29,170	15,588	13,582
Branch Maintenance Grants	151,000	125,830	125,833	(3)
Electronic Resources	72,300	60,250	69,612	(9,362)



**County of Huron
Consolidated Library
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Winter Clothing and Uniforms	200	170	69	101
Program Supplies & Costs	16,990	14,160	833	13,327
Promotion/Public Relations	300	250		250
Total Program	275,790	229,830	211,935	17,895
TOTAL EXPENDITURES	<u>\$3,456,302</u>	<u>\$2,887,541</u>	<u>\$2,375,531</u>	<u>\$512,010</u>
LEVY REQUIREMENT	<u>\$3,238,609</u>	<u>\$2,706,136</u>	<u>\$2,226,483</u>	<u>\$479,653</u>



**County of Huron
Public Works
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Project Grants	\$2,851,303	\$2,376,090	\$3,242,281	(\$866,191)
Federal Project Grants	3,920,347	3,266,960	3,284,744	(17,784)
Services to Municipalities	220,000	183,330		183,330
Miscellaneous Revenue	40,000	33,330		33,330
Intra County Recoveries	2,658,260	2,215,210	2,017,773	197,437
Rent/Lease	113,000	94,170	85,664	8,506
Third Party Recoveries	139,800	116,500	157,345	(40,845)
TOTAL REVENUE	<u>\$9,942,710</u>	<u>\$8,285,590</u>	<u>\$8,787,807</u>	<u>(\$502,217)</u>
EXPENDITURES				
Salaries - Full Time	3,492,040	2,914,524	2,526,368	388,156
Salaries - Part Time	362,117	302,221	221,636	80,585
Statutory Benefits	302,000	252,056	218,793	33,263
Extended Benefits	396,188	330,170	245,939	84,231
OMERS	343,417	286,622	250,699	35,923
Total Salaries/Wages/Benefits	<u>4,895,762</u>	<u>4,085,593</u>	<u>3,463,435</u>	<u>622,158</u>
Equipment Rentals/Leases	71,500	59,590	20,481	39,109
Equipment Repairs & Maint.	1,099,885	916,570	677,459	239,111
Equipment Replacement New	1,000	830		830
Small Tools/Equipment	8,000	6,670	465	6,205
Total Equipment	<u>1,180,385</u>	<u>983,660</u>	<u>698,405</u>	<u>285,255</u>
Audit	2,300	1,920	1,584	336
Consulting/Professional Fees	1,748,884	1,457,410	523,492	933,918
Insurance	220,300	183,590	187,019	(3,429)
Occupational Accident Insurance	40,000	33,330	30,822	2,508
Intra County Purchases	2,628,260	2,190,210	2,000,018	190,192
Legal Fees	8,000	6,670	975	5,695
Maintenance Contracts	15,434,799	12,862,340	8,369,003	4,493,337
Printing (External)	1,000	830	99	731
Total Purchased Service	<u>20,083,543</u>	<u>16,736,300</u>	<u>11,113,012</u>	<u>5,623,288</u>
Advertising	24,000	20,000	8,512	11,488
Associations/Memberships	7,500	6,250	6,925	(675)
Conventions/Conferences	18,000	15,000	2,661	12,339
Hazardous Waste Collection	117,000	97,500	48,464	49,036
Miscellaneous Admin.	1,100	920		920
Office Expense	9,650	8,040	9,889	(1,849)
Postage/Courier	950	800	512	288
Publications & Subscriptions	150	130	400	(270)
Rent	32,500	27,080	27,083	(3)
Staff Training	66,000	55,000	15,197	39,803
Telecommunications	33,000	27,500	47,402	(19,902)
Travel/Meals	25,000	20,830	8,676	12,154
Garbage	4,000	3,330	4,141	(811)
Maintenance & Repairs/Building	21,000	17,500	15,344	2,156
Maintenance & Repairs/Electrical	10,000	8,330	1,435	6,895
Maintenance & Repairs/HVAC	10,000	8,330	657	7,673
Maintenance & Repairs/Plumbing	5,000	4,170		4,170
Taxes	1,500	1,250	985	265
Utilities/Heat	43,000	35,830	15,376	20,454



**County of Huron
Public Works
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Utilities/Hydro	80,000	66,670	42,562	24,108
Depreciation Expense	8,206,540	6,838,780	6,742,201	96,579
Total Operational	8,715,890	7,263,240	6,998,422	264,818
Purchase of Service	340,974	284,160	101,735	182,425
Program Supplies & Costs	2,537,880	2,114,920	1,495,287	619,633
Total Program	2,878,854	2,399,080	1,597,022	802,058
Costs transferred to Capital Assets	(16,452,060)	(13,710,050)	(8,318,562)	(5,391,488)
Total Taxation and Reserves	(16,452,060)	(13,710,050)	(8,318,562)	(5,391,488)
 TOTAL EXPENDITURES	 <u>\$21,302,374</u>	 <u>\$17,757,823</u>	 <u>\$15,551,734</u>	 <u>\$2,206,089</u>
 LEVY REQUIREMENT	 <u>\$11,359,664</u>	 <u>\$9,472,233</u>	 <u>\$6,763,927</u>	 <u>\$2,708,306</u>



County of Huron
Homes for the Aged
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$9,604,276	\$8,003,570	\$8,645,290	(\$641,720)
Parking	2,073	1,730	920	810
Resident - Basic	1,449,000	1,207,500	1,061,369	146,131
Resident - Basic - Private	1,858,000	1,548,330	1,614,966	(66,636)
Resident - Basic - SemiPrivate	539,000	449,170	375,353	73,817
Resident - Preferred - Private	776,000	646,670	682,155	(35,485)
Resident - Pref. Semi-Private	96,000	80,000	76,665	3,335
Miscellaneous Revenue	138,428	115,360	92,420	22,940
Intra County Recoveries	247,732	206,460	206,442	18
Rent/Lease	414,379	345,320	326,174	19,146
Sales			27,452	(27,452)
TOTAL REVENUE	<u>\$15,124,888</u>	<u>\$12,604,110</u>	<u>\$13,109,206</u>	<u>(\$505,096)</u>
EXPENDITURES				
Salaries - Full Time	6,154,347	5,122,311	4,950,523	171,788
Salaries - Part Time	6,112,051	5,087,105	5,280,874	(193,769)
Statutory Benefits	1,012,917	843,061	856,154	(13,093)
Extended Benefits	756,590	630,520	493,537	136,983
OMERS	778,028	647,576	635,598	11,978
Total Salaries/Wages/Benefits	<u>14,813,933</u>	<u>12,330,573</u>	<u>12,216,686</u>	<u>113,887</u>
Equipment Rentals/Leases	11,351	9,460	7,462	1,998
Equipment Repairs & Maint.	114,150	95,120	65,411	29,709
Equipment Replacement New	14,500	12,060	21,522	(9,462)
Vehicle Lease & Operation	16,125	13,440	9,323	4,117
Total Equipment	<u>156,126</u>	<u>130,080</u>	<u>103,718</u>	<u>26,362</u>
Audit	5,300	4,420	3,572	848
Consulting/Professional Fees	367,482	306,240	278,098	28,142
Insurance	56,200	46,840	42,917	3,923
Occupational Accident Insurance	148,000	123,330	118,233	5,097
Intra County Purchases	272,630	227,200	226,025	1,175
Legal Fees	43,400	36,170	19,141	17,029
Maintenance Contracts	9,700	8,080	8,014	66
Printing (External)	5,600	4,670	1,886	2,784
Snow Removal Contract	52,000	43,330	42,735	595
Total Purchased Service	<u>960,312</u>	<u>800,280</u>	<u>740,621</u>	<u>59,659</u>
Advertising	4,800	4,000	3,300	700
Associations/Memberships	19,000	15,840		15,840
Bank Charges			90	(90)
Miscellaneous Admin.	8,700	7,250	8,252	(1,002)
Office Expense	12,550	10,460	8,263	2,197
Postage/Courier	4,500	3,750	4,567	(817)
Publications & Subscriptions			481	(481)
Rent	1,680	1,400	1,400	
Staff Training	35,100	29,250	5,144	24,106
Telecommunications	32,400	27,000	17,931	9,069
Travel/Meals	28,100	23,420	8,201	15,219
Building Capital	147,200	122,670	25,716	96,954
Garbage	16,479	13,730	11,259	2,471
Grounds Maintenance	16,100	13,410	19,545	(6,135)



**County of Huron
Homes for the Aged
For the Ten Months Ending Saturday, October 31, 2020**

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Maintenance & Repairs/Building	77,500	64,590	63,604	986
Maintenance & Repairs/Electrical	39,000	32,510	17,006	15,504
Maintenance & Repairs/Plumbing	37,000	30,830	28,068	2,762
Taxes	32,000	26,670	25,742	928
Utilities/Heat	128,088	106,730	89,452	17,278
Utilities/Hydro	325,000	270,830	261,480	9,350
Utilities/Water & Sewer	110,166	91,810	88,773	3,037
Depreciation Expense	787,339	656,120	636,036	20,084
Total Operational	1,862,702	1,552,270	1,324,310	227,960
Basic Needs Program	85,100	70,920	88,684	(17,764)
Liquor & Beer			1,027	(1,027)
Med Dir Reg Fee	51,000	42,500	44,870	(2,370)
Medical Supplies	105,000	87,500	86,018	1,482
High Needs Residents	17,000	14,170	8,501	5,669
Recreation & Entertainment	3,480	2,900	1,582	1,318
Replenish Bed/Linen	9,000	7,500	8,472	(972)
Replenish Dishes/Cutlery	5,500	4,580	4,804	(224)
Employee Related Expense			(47)	47
Program Supplies & Costs	853,428	711,200	735,199	(23,999)
COVID-19 Supplies & Costs			327,234	(327,234)
Less Reimbursements	(61,400)	(51,170)	(83,517)	32,347
Recovery (Apt.)			(2,044)	2,044
Total Program	1,068,108	890,100	1,220,783	(330,683)
Current Year Surplus			(5,271)	5,271
Total Taxation and Reserves			(5,271)	5,271
TOTAL EXPENDITURES	<u>\$18,861,181</u>	<u>\$15,703,303</u>	<u>\$15,600,847</u>	<u>\$102,456</u>
LEVY REQUIREMENT	<u>\$3,736,293</u>	<u>\$3,099,193</u>	<u>\$2,491,641</u>	<u>\$607,552</u>



County of Huron
Social Services Department
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$14,165,983	\$11,804,990	\$10,684,683	\$1,120,307
Provincial Project Grants			20,890	(20,890)
Federal Other Grants	751,887	626,580	626,572	8
Fees/Licenses	175,000	145,830	126,004	19,826
Miscellaneous Revenue	22,000	18,340	132,756	(114,416)
Investment Income	600	500	315	185
Rent/Lease	1,685,000	1,404,170	1,466,942	(62,772)
Third Party Recoveries			49	(49)
TOTAL REVENUE	\$16,800,470	\$14,000,410	\$13,058,211	\$942,199
EXPENDITURES				
Salaries - Full Time	2,802,468	2,338,973	2,134,744	204,229
Salaries - Part Time	519,510	433,598	315,034	118,564
Statutory Benefits	256,533	214,116	194,090	20,026
Extended Benefits	288,893	240,750	203,036	37,714
OMERS	314,228	262,255	214,167	48,088
Total Salaries/Wages/Benefits	4,181,632	3,489,692	3,061,071	428,621
Equipment Rentals/Leases	11,600	9,660	4,013	5,647
Equipment Repairs & Maint.	15,400	12,840	20,910	(8,070)
Equipment Replacement New	6,500	5,420	1,043	4,377
Vehicle Lease & Operation	38,000	31,670	26,678	4,992
Small Tools/Equipment	2,000	1,670	1,177	493
Total Equipment	73,500	61,260	53,821	7,439
Audit	10,300	8,590	7,096	1,494
Consulting/Professional Fees	35,300	29,420	30,936	(1,516)
Insurance	108,000	89,990	92,318	(2,328)
Occupational Accident Insurance	9,100	7,580	22,347	(14,767)
Intra County Purchases	48,057	40,050	40,048	2
Legal Fees	15,900	13,250	3,398	9,852
Maintenance Contracts	16,000	13,340	8,425	4,915
Life Safety Systems	58,500	48,750	47,776	974
Snow Removal Contract	80,000	66,670	49,702	16,968
Total Purchased Service	381,157	317,640	302,046	15,594
Advertising	10,600	8,830	1,234	7,596
Associations/Memberships	15,750	13,140	9,410	3,730
Bank Charges	3,200	2,670	2,331	339
Conventions/Conferences	5,400	4,500		4,500
Miscellaneous Admin.	28,193	23,490	38,659	(15,169)
Office Expense	38,400	32,010	17,671	14,339
Postage/Courier	12,400	10,340	10,220	120
Publications & Subscriptions	1,875	1,560	1,273	287
Receivable Write Off	30,500	25,420		25,420
Rent	115,796	96,500	96,497	3
Staff Training	46,000	38,340	21,065	17,275
Telecommunications	68,400	57,000	36,536	20,464
Travel/Meals	51,400	42,830	15,977	26,853
Building Capital	250,200	208,500	22,929	185,571
Debenture Payments	255,437	212,860	212,864	(4)
Garbage	33,000	27,500	28,542	(1,042)



County of Huron
Social Services Department
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Grounds Maintenance	27,000	22,500	43,919	(21,419)
Janitorial	147,400	122,830	191,744	(68,914)
Maintenance & Repairs/Building	101,500	84,590	82,992	1,598
Maintenance & Repairs/Painting	65,000	54,170	36,336	17,834
Maintenance & Repairs/Electrical	16,000	13,330	11,532	1,798
Maintenance & Repairs/HVAC	10,000	8,330	11,511	(3,181)
Maintenance & Repairs/Plumbing	31,500	26,250	29,851	(3,601)
Taxes	425,000	354,170	318,907	35,263
Utilities/Heat	84,500	70,420	53,512	16,908
Utilities/Hydro	371,600	309,670	206,202	103,468
Utilities/Water & Sewer	210,000	175,000	176,151	(1,151)
Depreciation Expense	869,073	724,230	711,013	13,217
Total Operational	3,325,124	2,770,980	2,388,878	382,102
Evictions	2,000	1,670	340	1,330
Tribunals	3,200	2,670	1,400	1,270
Special Events	100,000	83,330	144,651	(61,321)
Basic Needs Program	4,754,790	3,962,320	3,512,526	449,794
Dental Services			9,489	(9,489)
Medical Supplies			5,033	(5,033)
Personal Needs			630	(630)
Recreation & Entertainment			3,430	(3,430)
Winter Clothing and Uniforms	1,600	1,330	1,716	(386)
Transportation			7,470	(7,470)
Emergency Shelter Solution	95,000	79,170	542,751	(463,581)
Housing w/Related Supports	278,202	231,840	192,771	39,069
Other Services and Supports	15,000	12,500	3,754	8,746
Homelessness Prevention	77,750	64,790	139,096	(74,306)
Child Care Formal	270,000	225,000	123,837	101,163
Child Care Informal	1,000	830	1,528	(698)
Community Participation			10,810	(10,810)
Disability Access			480	(480)
Employee Related Expense	349,200	291,000	147,913	143,087
Utilities Arrears			1,231	(1,231)
Medical Transportation	200,000	166,670	150,905	15,765
Provincial Benefits	45,000	37,500	36,867	633
Clinton CC-Pay Equity	26,998	22,500	22,498	2
Purchase of Service	2,612,345	2,176,970	1,299,205	877,765
Rent Supplement Subsidy	2,401,894	2,001,580	1,323,124	678,456
Special Diet			22,930	(22,930)
Special Needs Resources	130,000	108,330	36,128	72,202
Wage Subsidy-Non-Profit	639,342	532,780	591,885	(59,105)
Miscellaneous Program	2,035,000	1,695,830	2,010,938	(315,108)
Program Overhead			127,138	(127,138)
Program Supplies & Costs	16,500	13,750	38,854	(25,104)
Student Nutrition			18,090	(18,090)
Family Supports			2,505	(2,505)
COVID-19 Supplies & Costs			6,000	(6,000)
Promotion/Public Relations	30,000	25,000	(401)	25,401
Less Income	(475,000)	(395,830)	(323,309)	(72,521)
Less Reimbursements	(150,000)	(125,000)	(165,198)	40,198
Less Repayments	(25,000)	(20,830)	(8,038)	(12,792)
Total Program	13,434,821	11,195,700	10,040,977	1,154,723



County of Huron
Social Services Department
For the Ten Months Ending Saturday, October 31, 2020

	<u>Current Annual Budget</u>	<u>Current Budget To Date</u>	<u>Current Actual To Date</u>	<u>Variance from Budget</u>
TOTAL EXPENDITURES	<u>\$21,396,234</u>	<u>\$17,835,272</u>	<u>\$15,846,793</u>	<u>\$1,988,479</u>
LEVY REQUIREMENT	<u>\$4,595,764</u>	<u>\$3,834,862</u>	<u>\$2,788,582</u>	<u>\$1,046,280</u>



County of Huron
Social Housing
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
REVENUE				
Provincial Operating Grants	\$2,168,672	\$1,807,230	\$1,586,194	\$221,036
Federal Other Grants	751,887	626,580	626,572	8
Miscellaneous Revenue	22,000	18,340	39,635	(21,295)
Investment Income	600	500	315	185
Rent/Lease	1,685,000	1,404,170	1,466,942	(62,772)
TOTAL REVENUE	<u>\$4,628,159</u>	<u>\$3,856,820</u>	<u>\$3,719,658</u>	<u>\$137,162</u>
EXPENDITURES				
Salaries - Full Time	1,011,621	844,308	720,796	123,512
Salaries - Part Time	81,840	68,309	30,181	38,128
Statutory Benefits	84,148	70,234	58,470	11,764
Extended Benefits	99,701	83,090	63,667	19,423
OMERS	105,942	88,418	68,101	20,317
Total Salaries/Wages/Benefits	<u>1,383,252</u>	<u>1,154,359</u>	<u>941,215</u>	<u>213,144</u>
Equipment Rentals/Leases	1,600	1,330	967	363
Equipment Repairs & Maint.	15,400	12,840	20,910	(8,070)
Equipment Replacement New	4,500	3,750	1,043	2,707
Vehicle Lease & Operation	38,000	31,670	26,678	4,992
Small Tools/Equipment	2,000	1,670	1,177	493
Total Equipment	<u>61,500</u>	<u>51,260</u>	<u>50,775</u>	<u>485</u>
Audit	2,300	1,920	1,584	336
Consulting/Professional Fees	300	250	1,908	(1,658)
Insurance	92,500	77,080	76,048	1,032
Intra County Purchases	24,725	20,610	20,604	6
Legal Fees	15,900	13,250	3,398	9,852
Maintenance Contracts	16,000	13,340	8,425	4,915
Life Safety Systems	58,500	48,750	47,776	974
Snow Removal Contract	80,000	66,670	49,702	16,968
Total Purchased Service	<u>290,225</u>	<u>241,870</u>	<u>209,445</u>	<u>32,425</u>
Advertising	1,600	1,330	549	781
Associations/Memberships	6,500	5,420	3,067	2,353
Bank Charges	2,400	2,000	2,115	(115)
Conventions/Conferences	5,400	4,500		4,500
Miscellaneous Admin.			10,466	(10,466)
Office Expense	4,400	3,670	3,143	527
Postage/Courier	1,900	1,590	1,420	170
Publications & Subscriptions	1,500	1,250	1,215	35
Receivable Write Off	30,500	25,420		25,420
Rent	9,300	7,760	7,750	10
Staff Training	7,500	6,250	3,887	2,363
Telecommunications	48,200	40,160	20,363	19,797
Travel/Meals	2,400	2,000	1,004	996
Building Capital	250,200	208,500	22,929	185,571
Debenture Payments	255,437	212,860	212,864	(4)
Garbage	33,000	27,500	28,542	(1,042)
Grounds Maintenance	27,000	22,500	43,919	(21,419)
Janitorial	147,400	122,830	191,744	(68,914)
Maintenance & Repairs/Building	101,500	84,590	82,992	1,598
Maintenance & Repairs/Painting	65,000	54,170	36,336	17,834



County of Huron
Social Housing
For the Ten Months Ending Saturday, October 31, 2020

	Current Annual Budget	Current Budget To Date	Current Actual To Date	Variance from Budget
Maintenance & Repairs/Electrical	16,000	13,330	11,532	1,798
Maintenance & Repairs/HVAC	10,000	8,330	11,511	(3,181)
Maintenance & Repairs/Plumbing	31,500	26,250	29,851	(3,601)
Taxes	425,000	354,170	318,907	35,263
Utilities/Heat	84,500	70,420	53,512	16,908
Utilities/Hydro	371,600	309,670	206,202	103,468
Utilities/Water & Sewer	210,000	175,000	176,151	(1,151)
Depreciation Expense	796,639	663,870	644,929	18,941
Total Operational	2,946,376	2,455,340	2,126,900	328,440
Evictions	2,000	1,670	340	1,330
Tribunals	3,200	2,670	1,400	1,270
Winter Clothing and Uniforms	1,600	1,330	1,716	(386)
Emergency Shelter Solution	95,000	79,170	542,751	(463,581)
Housing w/Related Supports	278,202	231,840	192,771	39,069
Other Services and Supports	15,000	12,500	3,084	9,416
Homelessness Prevention	77,750	64,790	139,096	(74,306)
Purchase of Service	71,000	59,170	30,030	29,140
Rent Supplement Subsidy	2,401,894	2,001,580	1,323,124	678,456
Miscellaneous Program	10,000	8,330	132	8,198
Total Program	2,955,646	2,463,050	2,234,444	228,606
 TOTAL EXPENDITURES	 <u>\$7,636,999</u>	 <u>\$6,365,879</u>	 <u>\$5,562,779</u>	 <u>\$803,100</u>
 LEVY REQUIREMENT	 <u>\$3,008,840</u>	 <u>\$2,509,059</u>	 <u>\$1,843,121</u>	 <u>\$665,938</u>

CORPORATION OF THE COUNTY OF HURON

TO: Chair and Members of Council (Day 2)
FROM: Barbara Hall, Director, Social and Property Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION: Receive for information.

BACKGROUND:

Ontario Works:

INDICATORS [1]			Oct-20
Intake - Service Standard Reporting			
All applications (cases) received			32
Number of online applications (cases) received			10
Number of applications (cases) received through other application methods			22
Average number of business days from screening to financial eligibility decision			3
Number of applications (cases) processed			26
By application method	Number of online applications (cases) processed		6
	Online applications (cases) processed as % of all applications processed		23%
By outcome	Number of applications (cases) received through other methods that were processed		20
	Number of applications (cases) found eligible		24
By processing time	Number of applications (cases) found ineligible		2
	Number of applications (cases) processed within 4 business days		21
% applications processed within 4 business days			81%
Number of applications (cases) withdrawn			9
Number of applications (cases) pending by end-of-month - cumulative			6
Caseload			
Official Statistics	Ontario Works [1]	Cases	339
		Beneficiaries	636
	Temporary Care Assistance [1]	Cases	69
		Children	115
	Emergency Assistance	Cases	1
		Beneficiaries	1
Preliminary Statistics	Ontario Works cases [2]		339
	Cases added to the caseload (compared to previous month)		37
	Cases removed from the caseload (compared to previous month)		23

Social Assistance Delivery Agencies (The County of Huron) have the autonomy and flexibility to use Employment Related Expenses (ERE) funding to support their local social assistance recipients with the necessary supports they need to progress toward sustainable employment.

Due to the COVID-19 pandemic, Ontario Works offices have needed to adjust the way they provide services. In the past, Huron has offered in-person workshops and training opportunities,

including computer use in our computer lab at the Jacob Memorial Building. We have also connected with community partners to support clients with computer use and no cost internet, in locations such as the Huron County libraries and the Centre for Employment and Learning offices. With the closure of these sites, clients do not have access to these computers or the internet. As a way to ensure clients have the technology and resources they need to support education, training, and job searches, with the ERE funding we have purchased forty laptops for clients to use within their own homes. These laptops will become the property of the client as they move towards self-efficiency and sustainability in their search for employment. ERE is 100% provincial dollars.

During the 2020 year, ERE funding has also supported clients with employment related costs such as transportation, clothing, safety equipment (workboats, safety glasses), as well as other personal documentation (police record checks, medicals) which can be barriers to employment for social assistance recipients.

The County of Huron's Ontario Works' office strives to support clients in multiple ways to reach their goals of employment within our region, and this year has demonstrated the flexibility needed to support our clients in these unprecedented times.

Children's Services:

Summary as of November 30, 2020	Total Licensed spaces for infants	Current used spaces for Infants	Total Licensed spaces for toddlers	Current used spaces for toddlers	Total Licensed spaces for preschoolers	Current Used spaces for preschoolers	*Total Licensed for JK/SK	* Currently used spaces for JK/SK	Total Licensed Spaced for School Age	Current used spaces for School-age	Combined Total for Licensed Spaces for all age groups	Combined Total for current used spaces for all age groups
	60	48	135	97	344	154	414	85	645	208	1598	589
Percentage by spaces occupied by age group	Infant	80%	toddlers	72%	Preschool	45%	*Jk/Sk	21%	School age	32%	Overall Total	37%

There had been a slight increase in enrolment in centre-based child care. Since the last count, the Exeter Elementary School family setting has opened, however, those numbers were not available for this report. There has been a decrease in children attending home child care, and a decrease of 2 home child care providers. Centres continue to struggle with adequate staffing levels, especially

qualified Early Childhood Educator (ECE) staff. Early Childhood Educators are leaving for other jobs or choosing not to return due to reasons related to the pandemic. Due to the cohorting rules, child care programs are having increased staffing costs and difficulty keeping expenses under the revenue line. Many are worried about financial stability, as well as employee well-being. Currently, the County's Children's Services division is partnering with the Economic Development Department to recruit home child care providers. We are also working on an ECE Recruitment and Retention Strategy.

We have encouraged local child care programs to submit artifacts to the County Museum to showcase the efforts, joys, and struggles of child care during the pandemic.

Housing and Property Services:

Wait List and Arrears

Huron County Housing Services maintains a chronological waiting list for 415 local Housing Corporation units, as well as three non-profit providers, a co-operative housing provider, rent supplement units and County View Seniors' Apartments, which is an Affordable Housing Program (AHP) property owned and operated by the County.

The total number of unique applications on the wait list for rent-geared-to-income and affordable housing, as of October 31, 2020 is 472.

Housing wait list by location:

Location	Senior 1 Bd	Adult 1Bd	2 Bedroom	3 Bedroom	4 Bedroom
Bayfield	10	62			
Belmore	3				
Blyth	10	38			
Brussels	7	30			
Clinton	15	67	25	16	
County View	30		17		
Exeter	14	90	20	9	
Goderich	35	179	45	19	21
Seaforth	10	70			
Vanastra	5	45	7	3	
Wingham	11	50	13	12	
Zurich	7	32			
Total	157	663	127	59	21

The arrears for the month of October 2020 were \$ 335,489.06 which represents 23.38% of the charges of \$151,796.00.

The following chart provides a breakdown of the arrears:

Family Units						
Municipality	Rent	Misc	Maint	Rent Adj	Misrep	Total
Clinton	\$ 6,001.00	\$ 175.00	\$ 141.46	\$ -	\$ 0.00	\$ 6,317.46
Goderich	\$ 2,847.00	\$ 350.00	\$ 129.09	\$ -	\$ 2,406.00	\$ 5,732.09
Wingham	\$ 380.07	\$ -	\$ 39.63	\$ -	\$ 0.00	\$ 419.70
Total	\$ 9,228.07	\$ 525.00	\$ 310.18	\$ -	\$ 2,406.00	\$ 12,469.25
Apartment Buildings						
Municipality	Rent	Misc	Maint	Rent Adj	Misrep	Total
Bayfield	\$509.00	\$ -	\$ -	\$ -	\$ -	\$ 509.00
Blyth	\$142.00	\$ -	\$ 45.05	\$ -	\$ -	\$ 187.05
Brussels	\$4,633.00	\$ 175.00	\$ 3.00	\$ -	\$ 573.00	\$ 5,384.00
Clinton	\$ 3,059.00	\$ 190.00	\$ 1,161.38	\$ -	\$ 0.00	\$ 4,410.38
Exeter	\$891.00	\$ -	\$ 686.88	\$ -	\$ -	\$ 1,577.88
Goderich	\$773.00	\$ -	\$ 20.00	\$ -	\$ -	\$ 793.00
Seaforth	\$3,553.20	\$ 380.00	\$ 288.00	\$ 1,382.00	\$ 144.00	\$ 5,747.20
Wingham	\$1,822.00	\$ 350.00	\$ 458.33	\$ -	\$ -	\$ 2,630.33
Zurich	\$0.00	\$ -	\$ 108.97	\$ -	\$ 1,672.00	\$ 1,780.97
Total	\$ 15,382.20	\$ 1,095.00	\$ 2,771.61	\$ 1,382.00	\$ 2,389.00	\$ 23,019.81
Total Arrears	\$ 24,610.27	\$ 1,620.00	\$ 3,081.79	\$ 1,382.00	\$ 4,795.00	\$ 35,489.06

Work Orders:

During the month of October 2020, 484 work orders were issued by Housing and Property Services. This includes work completed on housing units and public areas of the apartment buildings within the County's municipally-owned and operated properties, and monthly standing contracts such as waste removal. In addition, there were 2 apartment unit move-outs and 4 apartment units were painted.

Tenders:

The following tenders and/or quotes were closed in October 2020:

RFQ(HPS) 2020-07

Winter Maintenance – Sidewalks Only

This contract closed Wednesday, October 14, 2020 at 11:00 a.m. with no bids received:

RFQ(HPS) 2020-08

Winter Maintenance at the Courthouse, Museum, 57 Napier Street, and Goderich EMS.

This contract closed Wednesday, October 28, 2020 at 11:00 a.m. with the following bids received:

Mathers Landscaping \$90.00/hr + HST

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Chair and Members of Council
FROM: Steve Lund, County Engineer
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION: Receive for information.

BACKGROUND:

This report is a monthly update on the ongoing work and progress related to capital projects and operational activities by Huron County Public Works.

COMMENTS:

Capital Projects (In Construction)

The Egmondville/Seaforth reconstruction project is essentially complete to base asphalt. Top lift asphalt was deferred this year in Phase One due to a couple of ongoing settlement concerns of which should be addressed. Approximately 30% of the Phase 2 project will not be completed in 2020 and will carry over into 2021. We are estimating approximately 12 weeks to complete the balance of the work in Phase 2 in the spring of 2021 subject to weather.

Design and approvals for CR#4 North of Highway #8 in Clinton to Beech Street are proceeding in partnership with Central Huron staff. This project is expected to be tendered in the near future.

The tender for Full Depth Rehabilitation (FDR) for CR 87 from Bluevale to Gorrie is complete and the project ended up being significantly under-budget by over \$600,000 due to the price of Liquid AC being lower \$716/tonne vs. \$900/tonne.

The Bridge crew are currently working on a number of patches to bridges & culverts and oiling bridge bearings located throughout the County. Two CR 83 bridges are being tendered together shortly with construction planned for 2021. Two more culverts on CR 4 south of Wingham are going to design. The two culverts at the north end of Wingham were completed in November.

Shared Services Meetings

Staff are working with partner municipalities in scoping future Urban Road reconstruction projects including Bluewater staff regarding rehabilitation of CR 84 Road opportunities through the urban sections of Hensall and Zurich over the next few years. Bluewater has

received funding for the Airport Line bridge North of CR 83 and staff have reviewed timing. A meeting regarding the updated municipal assistance agreement and capital works planning was carried out in November 2020. Mutual assistance agreements are in place should a Municipality experience a reduced maintenance issue. A preliminary discussion with South Huron Staff regarding rehabilitating CR 83 in Exeter occurred recently.

Traffic

Work will continue on upgrading the intersection of CR 83 and Airport Line and Blyth Road and CR4. A lot of speeding concerns were received this summer and staff are working with the OPP to collect data for enforcement and moving radar signage around the County to help calm traffic. The new traffic signal radar detectors are installed and operating in Seaford and clearing up some ongoing issues. The CR83 and Highway #4 intersection detectors are being installed now and should be able to resolve some of the traffic queuing issues currently being experienced due to timing and broken pavement loops. Staff are reviewing speed zones located around built up areas. A traffic report is forthcoming to Council.

Fleet

Staff have closed tenders for the 2020 fleet including 3 crew cabs and a backhoe.

Training

Plans are underway for fall training.

Ongoing Activities

The Public Works Facility and Operational Review awarded to KPMG is nearing completion. A report and presentation is slated for January 2021 followed by an implementation plan in February 2021.

Public Works Administrative staff have returned to work starting as of September as part of the overall County plans to approximately 30% work force and work from home the rest of time. This will be monitored and adjusted over time and as events dictate.

Staff have prepared the 2021 Public Works budgets and business plans which were submitted in Mid-November 2020.

OTHERS CONSULTED:

Mike Hausser, Manager of Public Works

Cameron Harper, Engineering Project Manager - Bridges

INFORMATION TECHNOLOGY IMPACTS:

None

FINANCIAL IMPACTS:

None

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Put team members first, Yes, if....., Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description

Type

Upload Date

File Name

No Attachments Available

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council
FROM: CONNIE TOWNSEND, Director of Homes for the Aged
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION: Receive for information.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Respect, Honesty

SMT MANTRAS:

Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▣	Monthly Update from Homes for the Aged	Correspondence	12/6/2020	Homes_Monthly_Council_Report- DEC_2020.docx

CORPORATION OF THE COUNTY OF HURON

Homes for the Aged Department

To: Chair and Committee of the Whole Day 2

From: Connie Townsend, Director Homes for the Aged
Angela Steadman, Administrator-Huronlea Home for the Aged

Subject: Monthly Update from Homes for the Aged
December 16, 2020

This report is for information purposes only.

Report from: Connie Townsend, Director Homes for the Aged & Angela Steadman, Administrator-Huronlea Home for the Aged

As 2020 comes to an end, we reflect on an operational year for the Homes like no other! With the arrival of the COVID-19 pandemic early this year-and it's continued presence in the world-we have had to learn an enhanced need for a prioritized look at risk management and how to continue best care and service delivery to residents and families in a landscape of restrictions and emergency orders. The leadership team and staff at the Homes have demonstrated a profound and admirable tenacity, resiliency and new realm of innovation on their commitment to resident care during a changing and adverse time of COVID. We have developed an even deeper respect and appreciation for "team" and partnering with others-within the Huron County team and community our Homes reside in. With the recent HPHA shift to "Orange Zone" for the Huron Perth region-the Homes have again modified their processes to align with other LTC homes in the region and direction of HPHA. Most impacted was the shift to suspend visits in the Homes for the interim. Staff surveillance testing has also been directed to move from bi-weekly to weekly for all Homes' staff. The Homes have now implemented this change. Capital spending and necessary carry-overs due to impacts from the pandemic are wrapping up for 2020 at the Homes-and budget planning for 2021 is now complete. Some of our best successes of 2020 include keeping the Homes and their internal communities safe and well to date and in spite of two waves of COVID passing through. And another honourable mention-the Homes' achievement of a 3-year CARF accreditation award this fall. Going into 2021-there will be a focus on how best to apply the various funding initiatives being shared from the ministry to LTC operators. As the Homes' and their leadership team move into the new year-we will continue to adapt and hone our skills in leading and living through the COVID pandemic, innovating in our pandemic practices to ensure quality living for residents and a safe home and workplace for all, and expanding and strengthening our networks to stay abreast of challenges and best practices for LTC in a still uncertain time.

Nursing Report-Huronlea

Huronlea has continues to test staff twice a month until the last week of November when staff surveillance testing was increased by the ministry for all Ontario LTC homes to weekly. Staff have mainly been compliant with this as we are offering testing 2 days a week for their convenience now. Dynacare, our lab partner for the Homes, has agreed to pick our swabs up more frequently allowing us to increase swabbing days. Huronlea hosted a flu shot clinic back

in October, 73% of staff being vaccinated at this point. This is a record high for Huronlea staff vaccinations. Huronlea has ordered a new vaccine fridge as the current fridge has registered varying temperatures which is not favorable for vaccine storage. We are continuing to admit residents to the home on a bi-weekly basis to try to fill up our vacancies in the home. Admitting on opposite weeks of swabbing allows for staffing and managing the isolation portion of the admission as new residents are required a 14-day isolation period on arrival to Huronlea. Staffing continues to be a concern with both Registered Nurses and Personal Support Worker. Recruiting during Covid times is not easy as most people are not trying to leave their current employer during these times. Fanshawe and Conestoga have made changes to their programing allowing Personal Support Workers to complete placement hours in the home they currently work at and use work experience. We are hoping that this will help with recruiting new and eager staff to employ with Huronlea.

Nursing Report-Huronview

During November-Huronview has been busy completing swabbing for all staff. As Huron/Perth transitioned to the orange stage of the pandemic Long Term Care (LTC) homes in the region are required to move from bi-weekly swabbing to weekly. Although this procedure is unfavorable staff and unions have been cooperative with this and understand the importance and value of prevalence testing. Swabbing dates have been booked to date for the month of November and swabbing inventory has been delivered. Staffing levels has been challenging in recent days. Despite efforts to recruit all roles through job ads and social media postings it has been difficult to acquire new staff. As a result, the leadership team is exploring new options which will attract new members to the team. The outcome of being short staff has a ripple effect across the home from residents, staff, to the leadership team and Human Resources. Huronview continues to do frequent huddles with staff that channel out the latest communication related to COVID-19 protocols and assist with delivery of PPE education to ensure staff are aware of Ministry of Health (MOH) expectations (ex. the 4 moments of hand hygiene, donning and doffing PPE and proper hand hygiene techniques). The Ministry of Health was on site to complete follow up to a Critical Incident which occurred in November. After two and a half days of inspection and interviews Huronview is proud to share there were no findings. This outcome is the result of the dedication and commitment of the staff and leadership team. A lot of hard work and critical thinking goes into these Critical Incidents and when measured under the lens of the MOH there is a sense of pride when the report returns with no findings.

Business Report-Homes for the Aged:

Apartment Vacancies

Two apartments at Heartland remain vacant for pandemic storage and isolation purposes. Highland Apartments are full with the exception of one empty apartment for pandemic storage.

STATISTICS: SEPTEMBER 2020

		Huronview	Huronlea
Admissions	Facility	3	3
	Readmission from hospital	4	0
Discharges	Hospital	4	0
	Community	0	0
	Other Nursing Homes	0	0

Deaths	Homes	4	2
	Hospital	0	0
Residents	Homes	109	52
	Hospital	1	0
Vacancies	Homes	10	12
Waiting List		50	48

	Heartland	Highland
Apartments Occupied	17	20
Apartments Vacant	3	0
Waiting List	122	53

HURONVIEW & HURONLEA WAIT LIST

HURONVIEW:

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL
2011	85	93	93	79	85	80	79	77	82	80	76	76	985
2012	69	60	58	62	66	67	69	74	79	69	77	80	830
2013	80	74	75	61	60	55	54	58	61	62	65	64	769
2014	63	63	60	45	40	34	37	37	37	30	16	19	481
2015	17	14	3	8	8	12	13	22	24	22	22	5	170
2016	6	13	19	24	31	34	33	37	30	43	36	34	337
2017	40	44	40	46	40	46	32	26	27	36	37	36	450
2018	29	20	22	25	29	33	29	30	39	50	45	45	396
2019	45	46	46	48	44	45	46	49	47	48	45	46	555
2020	47	45	46	46	47	47	48	49	50				

HURONLEA:

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	TOTAL
2011	31	27	24	27	25	24	24	31	32	32	32	37	346
2012	29	24	18	24	20	16	18	26	23	23	20	20	261
2013	20	16	17	19	11	14	14	17	22	23	19	21	213
2014	21	25	28	24	22	18	18	15	15	19	13	14	232
2015	13	14	10	11	11	16	14	13	13	10	10	4	139
2016	5	9	11	20	18	22	23	31	31	32	30	26	258
2017	29	27	21	29	26	27	23	16	13	21	24	22	278
2018	24	27	23	28	35	67	37	30	42	36	33	32	414
2019	32	35	37	35	35	39	42	48	46	46	46	45	440
2020	46	44	45	47	48	48	47	48	48				

Food Services & Nutrition Report-Homes for the Aged

Production-We have started using the synergy program for our Winter 2021 menu. The Cooks are quite excited at the information that it is giving them and the ease to work with. We posted pictures of 9 different Christmas squares and Resident's voted on which squares they wanted for Christmas. They picked confetti squares, Hello Dolly squares, shortbread and peanut butter balls. Our Cook's will make these along with the regular Christmas pudding and cake. For Remembrance Day the Huronview Auxiliary donated fresh baked pies for the Resident's and

staff, what a wonderful treat. A community member donated Girl Guide cookies for the Residents as well. Clinical-Our Dietitian continues to work at Huronview with remote support to Huronlea. For Staffing Huronlea continues to be in desperate need of 1-2 cooks and is currently working with HR to launch a new recruitment strategy through a radio ad campaign to source Cooks. This broadcast will also recruit for other critically roles at the home. Huronlea is currently at full staff compliment for Food Service Workers and Dietary students. With 3 of the 4 Cooks off at the same time for various reasons, the Nutrition Manager has had to fill in occasionally as a Cook in November. Two of the Cooks are expected to return early December. Huronlea is currently working on the production portion of Synergy/Mealsuite and planning to have Cooks actively using the production screens in the kitchen by the end of the year. Huronlea is also working on the Winter 2021 menu which will start in January. For Christmas goodies, residents had a vote of several squares/ cookies. The winners that residents chose were soft ginger cookies, shortbread cookies, hello dolly squares, and thumbprint cookies.

Programs-Homes for the Aged:

Eight months to the day the pandemic really started, we were hit hard with the second wave, changing a lot of practices that have become part of our daily routine. Now we change our focus to providing virtual visits for our Residents to see their loved ones. We are still doing programs, though in smaller groups than our usual. We ensure social distancing is kept, and sanitize before and after programs. We have turned to online entertainment and pulled out the projector to offer "Big Screen Events" in our front foyers. With the Holidays being right around the corner, we have brought out the Christmas décor and lights to lift spirits. We have reached out to local schools to ask them to share their Christmas concerts, Christmas letters and pictures with us. We have also asked families to share a picture and Christmas greeting with us and will be putting it together as a slideshow to show Residents over the holidays. Of course this year Christmas is going to be hard on everyone, so we have set up a window with a Christmas tree and décor, and shelter for our families so that they can do a window visit with their loved one. Santa will visit on Christmas morning and have gifts for all residents to enjoy.

Environmental Services-Homes for the Aged:

With another month of pandemic times gone by, the Homes' staff have been pushing forward to ensure the residents are getting the proper care they deserve. The Environmental Services Department has been working on keeping the homes clean and tidy during this pandemic. We have an extra shift everyday to make sure the home is getting the proper infection prevention and control measures. Cleaner and personal protective equipment are getting harder to find. With Huron County being in the Orange Zone, we have now shut our doors to visitors. At Huronview, we had a close COVID case this month which really tested the plans we had in place. The Environmental Services team pulled together to clean the entire home. We have finished all our capital projects this year for both Homes. Carpet clean, window wash and vent cleaning were all completed. We are very optimistic that this pandemic will be over soon but until then we are going to keep working hard, practicing our infection prevention and control. The Maintenance departments have been very busy. Since we have had to shut the doors to visitors we have also had to make some tough decisions about contractors. We understand that some work needs to be done as it is essential. Some of the other jobs we have had to call off until a later date. The sprinkler project is one that we have deemed essential as it is a life safety system. We have also completed our fire certification which is something that has to be

completed every year. Some other jobs we have had to push off and get our maintenance team to complete the work. We are still working on completing some of our capital projects as some had to forward to 2021. The roof has started at Huronlea, but unfortunately we had to put a few other jobs on hold. The material is getting harder and harder to find. Shipping is taking longer and some of the jobs that we had lined up for 2020 ended up being pushed back to 2021. This is nothing that the leadership team and staff can't handle. We will keep pushing forward making sure to keep up with the work as we go. In the month of November the maintenance team has completed 246 work orders. We are very proud of the team work in all departments and am looking forward to seeing what next month has in store.

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council
FROM: Barbara Hall, Director, Social and Property Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Rapid Housing Initiative as presented for information;

AND FURTHER THAT:

The Council of the County of Huron authorizes the submission of the application to the Federal government for Rapid Housing Initiative funding;

AND FURTHER THAT:

The architectural firm of Allan Avis Architects Inc. be authorized as the vendor to sole source the design development, construction documents, bidding and construction phase services;

AND FURTHER THAT:

A By-law be prepared authorizing the Warden and Clerk to fully execute:

- 1) the application and other documents for the Rapid Housing Initiative;
- 2) the contract and all other documents for Allan Avis Architects Inc. as sole source vendor;
- 3) the Contribution Agreement with the federal government and all other documents pertaining to the federal government regarding the Rapid Housing Initiative.

AND FURTHER THAT:

This decision be ratified and effective December 16, 2020.

BACKGROUND:

The Rapid Housing Initiative (RHI) is a competitive grant funding program that provides funding to expedite the delivery of affordable housing units to vulnerable people targeted under the federal government's National Housing Strategy.

Funding is available through two separate streams:

- 1) For the first stream, RHI will expedite funds to municipalities with the highest need, and the major cities have already been pre-selected.
- 2) For the second stream, an application portal will be open to governments, Indigenous governing bodies and organizations, and non-profit organizations where applications will be prioritized based on the strength of the application. The application period is open from October 27, 2020 to December 31, 2020. It is this projects stream to which the County will be applying.

Eligible recipients will receive funding for one of three forms of housing (new modular construction, conversions and rehabilitations). Modular is defined as housing units that are partially or fully built off-site by a qualified manufacturer and delivered to the site and installed on an appropriately zoned and serviced lot. This may range between single units up to larger multi-

unit housing projects.

The mandatory minimum requirements of this initiative include:

Expediency: Proponents will be required to achieve occupancy within 12 months of the effective date of the Contribution Agreement with Canada Mortgage and Housing Corporation (CMHC), our federal housing partner.

Financial Viability: Governments agencies will be provided maximum points for ensuring the operational funding is sufficient to cover the ongoing monthly operating and programming expenses. Such confirmation must be in the form of a letter from the government providing the funding or copy of the contribution agreement confirming the terms and conditions of the agreement.

Affordability: All units must serve and be affordable (defined as the household paying less than 30% of gross income on housing costs) to targeted people and populations who are vulnerable and in housing need or at high risk of homelessness. Affordability must be maintained for a minimum of 20 years.

In addition to meeting the mandatory minimum requirements, the RHI will further prioritize projects based on additional criteria, such as need, duration of confirmed subsidy, cost sharing from another level of government, land status, duration of affordability, energy efficiency, accessibility, and specific populations.

COMMENTS:

The County's Housing Development Team is currently involved in this initiative, and using staff expertise to develop our proposed project and bring together all of the requirements of the application.

A parcel of land on Sanders Street in Exeter, already owned by the County and zoned for the appropriate residential use, has been identified.

Based on the need in our community, and the size of the available land, the proposed build will be 20 one-bedroom units.

We have retained the office of Allan Avis Architect Inc. to assist with preparation of the preliminary documents required for the application including: research modular builders re project costs; research general contractors for costs re site work, services, foundation, elevator, exit stairs, firewalls, etc; product schematic design plan; construction schedule; Class C Estimate of construction costs; operational expense report; energy modelling; accessibility requirements.

The RHI criteria identifies target populations, and the Housing Development Team is working with support agencies to take a community benefit approach to the development of our project. We have reached out to the support agencies who work directly with the target populations to ensure supports can be offered, and obtain respective letters of support to be included with our application.

OTHERS CONSULTED:

Denise Van Amersfoort, Senior Planner
Jeff Kerslake, Technical Services Manager
Housing Development Team
Jason Morgan, Allan Avis Architects Inc.
Jamie Stephens, Multi-Unit Specialist, CMHC

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

The Canada Mortgage and Housing Corporation (CMHC), our federal housing partner, will contribute up to 100% of funding to cover eligible residential construction costs.

The County's Ontario Priorities Housing Initiative (OPHI) funding of approximately \$407,315 may be stacked with the RHI funding. The RHI criteria considers this a contribution from the County and we will be awarded extra points for this contribution. The OPHI requirements for a rental build indicate that a 25% contribution from the proponent is mandatory, which means the County will be required to contribute \$101,829 and this amount is identified within the 2021 budget for Social Services.

The total cost of the project is still being determined by Allan Avis Architects Inc. at the time of the preparation of this report but is anticipated to be made available during the December 16, 2020 County Council meeting.

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Yes, if....., Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description	Type	Upload Date	File Name
□ Preliminary Site Plan - RHI	Correspondence	12/6/2020	Preliminary_Site_Plan_-_RHI_-_Sanders_Street_-_Nov_2020.pdf
□ Site Plan Conceptual Design - DRAFT	Correspondence	12/7/2020	Site_Plan_Conceptual_Design_-_Rapid_Housing_Initiative_AAA_Dec_7_2020.pdf

Outdoor Amenity Area
1339 Sqm

30 Proposed Parking Spaces
1327 Sqm

Building Envelope
1219 Sqm

14 Existing
Parking
Spaces
488 Sqm

40m (131 ft)

30m (98 ft)

10m

6m

6m

6m

SANDERS STREET EAST

**PRELIMINARY
NOT FOR
CONSTRUCTION**

Rev. No.	DATE	REMARKS
07DEC2020	REVIEW	
04DEC2020	DRAFT REVIEW	
ISSUED FOR		

All measurements must be checked on the work by the Contractor.
Do not scale the drawing.
Do not use this drawing for construction until sealed and signed by Architect.
Signing Architect has exercised responsible control with respect to design activities

PROPOSED APARTMENT BUILDING 134 Sanders Street, Exeter

Site Plan

Conceptual Design

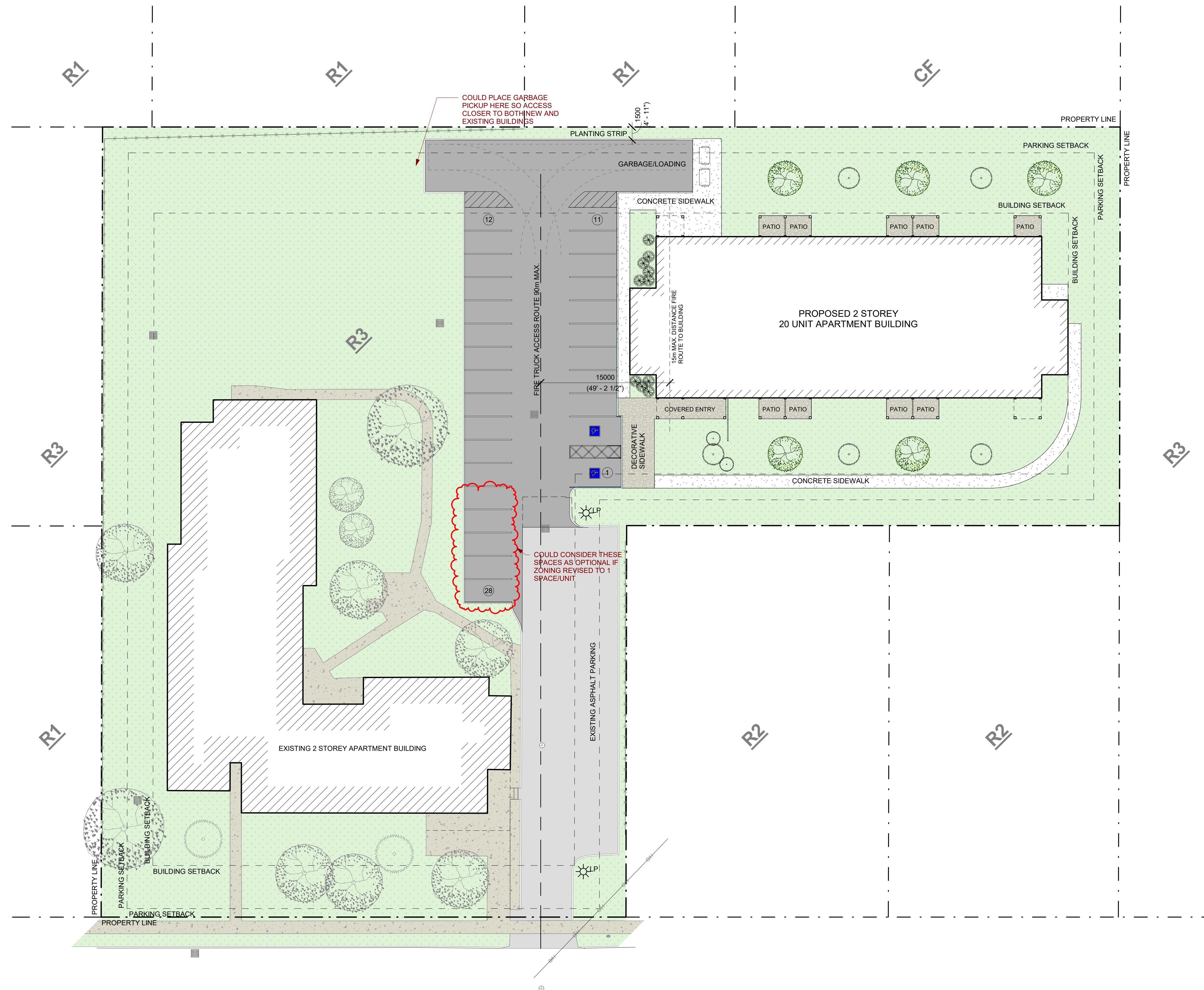


detail :	a - Detail number b - Location drawing	a b
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drawn : Author
check : Checker

date : 02/18/15
sheet :

job :
SP1



CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council
FROM: Barbara Hall, Director, Social and Property Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Supportive Housing Build, as presented for information.

BACKGROUND:

The County has fostered the creation of a Housing Development Team with the purpose to plan, make recommendations, and action municipal supportive housing and affordable housing builds in Huron County, based on discussions that occurred in the County's Homelessness Task Force meetings.

The Housing Development Team, comprised of County of Huron staff with a range of expertise in different areas, will work towards identifying specific needs, developing strategies to meet the needs, identifying potential build locations, cost modeling, determining zoning and potential zoning changes, addressing neighbourhood concerns, communicate with the Local Health Integration Network (LHIN) for mental health and addictions supports, source funding and complete applications.

COMMENTS:

The focused approach of the Housing Development Team is to develop resilient and inclusive communities through smart planning, strategic developments, and community-centred solutions.

The County conducted an enumeration of our homeless population in March 2018. This enumeration assisted in identifying that homelessness is a problem in Huron County, and provided data on types of homelessness, reasons why people are homeless, and demographics of the homeless population. This information has been used towards identifying strategies to address ways to assist the individuals who are homeless move towards more permanent housing.

Supportive housing is a key element in enabling people with complex needs to find safe, secure and stable housing, lead fulfilling lives and live as independently as possible in their community. Providing people with appropriate housing and supports also helps to reduce and prevent homelessness, unnecessary hospital admissions and involvement with the criminal justice system (*Ontario Supportive Housing Policy Framework*).

Housing and supports should enable people to live with dignity in their community. Supportive housing should be an inclusive and safe space for everyone. Housing and supports must be

free of discrimination and respectful of people's values, identities, beliefs, cultures and life experiences. This includes ensuring that supportive housing is free from discrimination on the grounds listed in the Ontario Human Rights Code.

The Housing Development Team has approached the Town of Goderich regarding the potential for a new supportive housing build in Goderich, to be developed by the County. Located within Goderich are a number of support services that already work directly with our homeless individuals or are readily accessible, should the need for additional supports be required.

In addition, the County has made contact with the LHIN and will proceed with additional conversations regarding the need for health supports. These necessary health supports would enable people to live as independently as possible in the community; be available in a variety of forms; and, vary in intensity based on people's individual needs.

OTHERS CONSULTED:

Meighan Wark, CAO
Denise Van Amersfoort, Senior Planner
Housing Development Team

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

A full determination of the capital and operating costs associated with a supportive housing build will be brought forward to Council once further details of the proposed project are determined. The County will also investigate potential funding programs and opportunities available to assist with a supportive housing build.

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Yes, if....., Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Barbara Hall, Director, Social and Property Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Barbara Hall, Director, Social and Property Services, dated December 16, 2020, titled Disaster Response Agreement with the Canadian Red Cross Society - Extension as presented for information;

AND FURTHER THAT:

A by-law be prepared authorizing the Warden and Clerk to execute the Disaster Response Agreement - Extension with the Canadian Red Cross Society and any other required documents.

BACKGROUND:

As identified in the County's Emergency Response Plan, the Social and Property Services Department is responsible for "ensuring the well-being of residents who have been displaced from their homes due to an emergency situation by arranging emergency lodging, clothing, feeding, registration and inquiry, and personal services due as required."

As a best practice, the County has previously engaged the Canadian Red Cross (CRC) Society to support this function. CRC has an organizational mandate to provide registration and inquiry services and emergency relief services, including evacuation site coordination during a disaster.

COMMENTS:

The County is currently in a Disaster Response Agreement with the Canadian Red Cross Society for these services, for the time frame January 1, 2018 to December 31, 2020, and is attached for reference.

The Extension Agreement will extend the existing terms and conditions for the time frame January 1, 2021 to December 31, 2021. A new Disaster Response Agreement will be prepared beginning January 1, 2022 and will be brought before Council in a separate report.

The attached Disaster Response Agreement outlines the conditions of the Agreement included in the term. Additionally, Schedule A of the Agreement provides a comprehensive look at the services provided to the County.

Entering into this Extension Agreement ensures that Social and Property Services has the resources needed to actively provide aid to local residents affected by an emergency while maintaining provincially mandated core services within the County.

OTHERS CONSULTED:

Lyndie Ramsey, CRC Regional Operations Manager

Erin Schooley, Homelessness Programs Supervisor

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

The annual cost of the services provided is \$8,900 as outlined in the Agreement. The cost associated with this Agreement is included in the 2021 Social Services budget.

COUNCIL PRINCIPLES:

Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Tell me how it's good for Huron County

ATTACHMENTS:

Description	Type	Upload Date	File Name
Disaster Response Agreement - Canadian Red Cross Society	Correspondence	12/8/2020	Disaster_Response_Agreement_-_Jan_2018-Dec_2020.pdf



Bylaw # 2018.024
original sent
to clerk's office
12/6/2018.

June 7, 2018

Attn: Michele Gaynor
The Corporation of the County of Huron
Jacob Memorial Building
77722D London Road, RR5
Clinton, ON N0M 1L0

Dear Michele,

Please find enclosed a signed copy of the Agreement for Disaster Relief Services between The Corporation of the County of Huron and The Canadian Red Cross Society for the period of commencing January 1, 2018 – December 31 2020.

Sincerely,

Ms. Tyler Hague

Partnerships Officer
Disaster Management
Canadian Red Cross

Disaster Response Agreement

AGREEMENT FOR DISASTER RELIEF SERVICES

(The "Agreement")

Dated this 30th day of May, 2018

BETWEEN:

THE CORPORATION OF THE COUNTY OF HURON

1 Court House Square
Goderich, Ontario N7A 1M2

(Hereinafter referred to as the "Entity")

OF THE FIRST PART;

-And-

THE CANADIAN RED CROSS SOCIETY, a not-for-profit corporation and registered Charity incorporated under the laws of Canada having its National Office registered 170 Metcalfe St, Ottawa Ontario K2P 2P2;

(Hereinafter referred to as the "CRCS")

OF THE SECOND PART.

WHEREAS the Entity is responsible for safeguarding and protecting the health, safety and security of its citizens and for basic financial assistance for the purpose of providing basic needs, shelter and disaster relief to its citizens in accordance with provincial legislation;

AND WHEREAS the Entity wishes to put into place procedures and practices to address disasters within the Entity;

AND WHEREAS the CRCS is recognized officially as an auxiliary to the public authorities in providing protection and assistance to Incident Affected People, and has the resources and mandate to assist in the provision of disaster relief;

AND WHEREAS the Entity wishes to enter into an agreement with the CRCS for the provision of disaster relief services in accordance with this Agreement and Schedule "A" (the "Services");

NOW THEREFORE, IN CONSIDERATION of the premises and of the mutual covenants herein, the Entity and the CRCS (the "Parties") or individually (the "Party") hereto covenant and agree as follows:

1. **Definitions.**

1.1 For the purposes of this Agreement, the following terms and phrases shall have the following meanings:

- a) **"Approved"** means acceptable to the authority having jurisdiction.
- b) **"Authorized Representatives"** means an individual who has the legal authorization to act on behalf of the Party.
- c) **"Business Day"** shall mean a day on which the Entity's and the CRCS' offices are open for operations and excludes Saturday, Sunday and any other day which is a statutory or legal holiday in Canada.
- d) **"Calendar Days"** shall mean all days in a month, including weekends and holidays.
- e) **"Incident"** means an urgent and critical situation, or an impending situation, of a temporary nature caused by an accident, an intentional act, the forces of nature or otherwise that constitutes a danger to the life, health, safety or property of the citizens of the Entity and includes:
 - (i) **"Major Incident"** means an event caused by a natural phenomenon, a technological failure or an accident, whether or not resulting from human intervention, that causes serious harm to more than 25 people or substantial damage to more than 10 dwelling units and requires unusual action on the part of the affected community, or a Response to a Minor Incident that has exceeded 72 hours;
 - (ii) **"Minor Incident"** means an exceptional event of a similar nature to a Major Incident, but which only affects the safety of a maximum of 25 people or 10 dwelling units whichever is greater, with a Response duration of no more than 72 hours;
- f) **"Disaster Management"** means ongoing efforts by the Entity to prevent, mitigate, prepare for, respond to, and recover from, an Incident.
- g) **"Duty Officer"** means a person designated by the CRCS as a point of contact for Notification of an Incident in accordance with Schedule "D" of this Agreement.
- h) **"Eligible Expenses"** means those expenses incurred in the provision of Services of a type for which the CRCS is entitled to be reimbursed by the Entity.
- i) **"Emergency Response" or "Incident Response" or "Response"** means those activities, tasks, programs, and systems designed to address the immediate and short-term effects of the Incident.
- j) **"Emergency Shelter"** means a centre identified by the Entity for the temporary lodging of affected persons of the Incident.
- k) **"Emergency Sites"** means any facility utilized to provide services to Incident-affected People, such as an Emergency Shelter and/ or Reception Centre.
- l) **"Force Majeure"** means a set of circumstances within the context of a response to an Incident that significantly hinder the ability of the CRCS to deliver services despite reasonable business efforts to fulfill the terms of the Agreement. These situations may include those where the CRCS is unable to access necessary

materials or resources to provide certain or all of the Services described in Schedule "A" of this Agreement.

- m) **"Geographic Area"** means the geographic area covered by the incorporated Entity of the County of Huron.
- n) **"Incident-Affected People" or "Incident-Affected Person"** means any person who may be evacuated or required to evacuate from a location on an emergency basis as a preventive measure or as a result of an event that jeopardizes their physical integrity. Individuals required to comply with quarantine measures also qualify as Incident-Affected People.
- o) **"Notify", "Notified" or "Notification"** means a process of informing the CRCS of the existence and circumstances of an Incident as set out in Schedule "D" of this Agreement.
- p) **"Preparedness"** means those activities, tasks, programs and systems developed and implemented prior to an Incident that are used to support the prevention of, mitigation of, response to, and recovery from an Incident.
- q) **"Reception Centre"** means a centre identified by the Entity for the registration of affected persons during an Incident or identified as an information centre.
- r) **"Services" or "Disaster Services"** means forms of Incident-related assistance to Incident-Affected People as specified in Section 2.1 and pursuant to Schedule "A" of this Agreement.
- s) **"Specialized Needs"** means the outstanding needs of an Incident-Affected Person that will require connection and referrals to services not directly provided by the Red Cross. These may include, but are not limited to, health concerns, prescription medication needs, assistive devices, translation services, and pet/support animal services.
- t) **"Vulnerable Person"** means an individual who are unable to access Services or to make their own arrangements during an Incident due to existing barriers or barriers that may arise as a result of an Incident. Barriers may be based on communication, medical, independent living, supervision, and transportation needs.
- u) **"CRCS Personnel"** means staff and volunteers who are affiliated with the Canadian Red Cross Society

2. Services.

- 2.1 The Services to the Geographic Area as set out in Schedule "A", which shall include Preparedness Services, shall be provided by the CRCS for consideration of the fees as set out in Schedule "C" of this Agreement. The Entity will call on the services of the CRCS in the event of:

X Major Incident

- 2.2 The CRCS shall provide the Services set out in Schedule "A" upon receipt of the Entity's Notification of an Incident pursuant to Section 7 of this Agreement. However, nothing in this Agreement restricts the entitlement of the CRCS to provide additional services at its own expense, in the absence of Notification of an Incident by the Entity, and to raise funds independently for these additional services. In addition, the CRCS and the Entity may negotiate payment to the CRCS for additional services (outside the Services set out in Schedule "A") at the time of an Incident or at any time thereafter. The provision of additional

services by the CRCS for the Entity shall be mutually agreed by the parties in a separate written agreement.

3. Term.

- 3.1 The Parties agree that the right to request Services under this Agreement shall commence on January 1, 2018 and end on December 31, 2020 (the "Term"), unless terminated earlier in accordance with Section 21 (Termination). If the Parties wish to extend this Agreement, such extension shall be made in writing and agreed to by both Parties.

4. Contribution.

- 4.1 Preparedness Services - In order that the CRCS may discharge its responsibilities under this Agreement, the Entity agrees to make an annual per capita contribution to the CRCS in the amount of 8,900 for each year that the Agreement is in effect. (Approx. based on 2011 Census) The annual contribution shall be paid within thirty (30) Calendar Days of the date on which the Agreement is signed and thereafter on the anniversary date of the date on which the Agreement comes into force, for the duration of the Agreement.

- 4.2 In addition to the annual contribution described above, the Entity shall reimburse the CRCS for expenses incurred in the provision of assistance as defined in Section 2.1 and in accordance with Schedule "A" of this Agreement.

5. Designation of Service Locations

- 5.1 The Entity shall designate locations as potential facilities to be used by the CRCS in a provision of Services and shall provide the CRCS with a list of designated facilities.

6. Licenses.

- 6.1 The Entity shall ensure that the local municipal authorities where the Incident occurs promptly obtain any required licenses, approvals or permits required to operate the location(s) where Services are provided.

7. Notification of an Incident.

- 7.1 In the event of an Incident or impending Incident where CRCS assistance is sought, or is reasonably expected to be sought within a short period, the Entity shall immediately contact the CRCS for the provision of the Services in accordance with Schedule "D": Notification Protocol.

8. CRCS Personnel.

- 8.1 When carrying out Services under this Agreement, the CRCS shall provide the necessary personnel for the delivery of the Services, with the understanding that the workforce is comprised principally of volunteers, and the recognition that availability may be reduced in exceptional circumstances despite the reasonable efforts of the CRCS. After the Notification, the Entity shall remain responsible for providing the required staff to operate the Reception Centres and for providing the Services until the CRCS takes over operation of the Services as set out in Schedule "A". If the CRCS is no longer providing the Services, the responsibility for the Emergency Sites and the provision of the required Services designated under law shall revert back to the Entity.

- 8.2 The CRCS shall ensure that all of its personnel and equipment at a site where Services are being provided are clearly identified with the CRCS Logo.

9. Records Management.

- 9.1 The CRCS shall establish, maintain, and retain records of all Incident-Affected People who are registered during a Major Incident. The records shall include the following information, as it is provided:

- a) names of all family members;
- b) primary residence address;
- c) forwarding address and contact phone number for Persons Affected by the Incident when they leave Emergency sites; and
- d) specialized needs relevant to the provision of Services.

Upon the conclusion of the Services, the CRCS shall deliver a record of all Incident-Affected People served to the Entity with the exception of the files of Incident-Affected People who have requested their personal information not be shared with the Entity pursuant to Section 11.4 of this Agreement.

- 9.2 The CRCS warrants that it will not infringe upon or violate any intellectual property rights, including, but not limited to, any patent, copyright, trade secret or any other right of any third party, and will not be libelous or slanderous or otherwise unlawful.
- 9.3 The CRCS agrees that copyright in and all information and material of any kind whatsoever acquired or prepared by the Entity for the CRCS pursuant to this Agreement, shall, both during and following the term of the Agreement, be the sole property of the Entity. CRCS will own exclusively all property or materials which the CRCS produces in performance of the Services, and all copyright and other industrial and intellectual property rights in such property and materials. For greater clarity, CRCS retains the copyright and exclusive right of use for its own service provision methods, document templates, disaster management training techniques, and all materials related to these functions.

10. Supply Management.

- 10.1 The CRCS shall be responsible to stock and maintain supplies as required to fulfill obligations as required to provide Services pursuant to this Agreement.

11. Information about an Identifiable Individual.

- 11.1 The CRCS and the Entity shall act in accordance with all applicable privacy laws. To the extent the Parties have differing obligations under applicable privacy legislation; the Parties shall take reasonable steps to facilitate the other Party's compliance with applicable law.
- 11.2 The CRCS will treat as confidential and will not, without the prior permission of the Entity, publish release or disclose, or permit to be published, released or disclosed, either before or after the expiration, information supplied to, obtained by, or which comes to the knowledge of the CRCS as a result of the Agreement except insofar as such publication, release or disclosure is necessary to enable the CRCS to fulfill its obligations under the Agreement.
- 11.3 Restricted Files - The CRCS will permit an Incident-Affected Person to have their client file marked as a "restricted file". The CRCS will treat as confidential and will not, without the prior permission of the Entity, publish, release or disclose, or permit to be published, released or disclosed, either before or after the expiration or Termination of this Agreement, information supplied to, obtained by, or which comes to the knowledge of the CRCS as a result of the Agreement except insofar as such publication, release or disclosure is necessary to enable the CRCS to fulfill its obligations under the Agreement.
- 11.4 Non-Disclosed Files - Upon request by an Incident-Affected Person, the CRCS shall avoid disclosure of the personal information of a specified Incident-Affected Person and or

members of his or her household to the Entity. In such a case, the CRCS will inform the Entity of Services provided only in anonymized or aggregated form. The Entity may request further non-identifying information as needed in order to facilitate for reimbursement in accordance with Schedule "C" of this Agreement.

- 11.5 Notwithstanding paragraph 11.3, the Entity acknowledges that the information which is entered on CRCS client files is given to the CRCS in confidence, and shall be available or shared with the Entity for the purposes of Incident response only. The Entity further acknowledges that certain registrants may request that the information they provide the CRCS be restricted in its distribution for personal reasons. Upon being advised by the CRCS, this higher level of confidentiality must also be respected by the Entity.
- 11.6 The CRCS shall give Incident-Affected People verbal or written notification when information about an identifiable individual is collected and/or recorded during a response to an Incident. The notice will inform the individual about the reason for collecting the information; how the information will be used; and who will have access to it.

12. Confidentiality.

- 12.1 Confidentiality and Security of Material and Information - The CRCS agrees to ensure that the CRCS, its partners, directors, officers, employees, agents, sub-contractors and volunteers shall, both during or following the term of this Agreement, maintain the confidentiality and security of all material and information which is the property of the Entity and CRCS agrees that the CRCS, its partners, directors, employees, agents, sub-contractors and volunteers shall not directly or indirectly disclose or use, either during or following the term of this Agreement, except where required by law, any material or information belonging to the Entity pursuant to this Agreement, without first obtaining the written consent of the Entity for such disclosure or use.
- 12.2 Confidential Information. "Confidential Information" means any information or material that relates to each party's business and affairs including CRCS donor lists and any information relating to the suspension or termination of this Agreement, and that: (i) is clearly marked "confidential" or "proprietary" if provided in written or visual form, (ii) is preceded by a statement that such information is confidential or proprietary, if provided in oral form, or (iii) given the circumstances surrounding disclosure, should in good faith be treated as confidential or proprietary exclusions.
- 12.3 Confidential Information shall not include any information that: (i) is in the public domain at the time of its communication; (ii) is independently developed by each party (iii) entered the public domain through no fault of the receiving party subsequent to communication with the other party; (iv) is in possession of the receiving party free of any obligation of confidence at the time it was communicated to the receiving party; or (v) is communicated to the receiving party by a third party under no legal obligation to maintain the confidentiality of the information. Additionally, each party may disclose such Confidential Information to the extent required by legal process; provided that, prior to making any such disclosure, each party shall notify the other party of same and that each party shall have the right to participate with the other party in determining the amount and type of Confidential Information, if any, which must be disclosed in order to comply with any such legal process.

13. Privacy Policy.

- 13.1 The Parties acknowledge and agree that any personal information that is provided to a Party for the purpose of creating records or otherwise is provided to that Party in confidence and is protected by each Party's privacy policies and applicable privacy legislation with which each Party agrees to comply.

14. Alternative Accommodation.

- 14.1 In the event the CRCS provides lodging Services in an Incident, the CRCS shall have the option to, with the approval of the Entity, direct an Incident-Affected Person to alternative accommodation if, in the opinion of the CRCS, the Incident-Affected Person requires special care and is unable to be adequately housed in Emergency Site(s).

15. Indemnification.

- 15.1 Each Party shall, during the Term and after the termination of this Agreement, indemnify and save harmless the other from any loss, damage, claim, cost, expense or liability whatsoever that the other may incur, suffer or be required to pay pursuant to any claim, demand, action, suit, litigation, charge, complaint, prosecution or other proceeding that may be made or asserted against or affect the party indemnified by reason of a wrongful or negligent act or omission on the part of the indemnifying Party, its employees, servants, agents, subcontractors or volunteers in the performance, or rendering of Services.

16. Insurance.

- 16.1 The Entity shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement commercial general liability insurance covering all acts and omissions of its employees and volunteers in respect of loss by or injury to third parties, including CRCS staff and volunteers, arising from those acts or omissions in the course of this Agreement, both coverage's to a limit of at least Ten Million Dollars (\$10,000,000.00) per Incident, or such lesser amount as is approved by the Society. The policy will include CRCS as an Additional Insured and will contain a Cross Liability and Severability of interest clause. Certificates of insurance will be delivered promptly to the CRCS, on request, throughout the Term of this Agreement.

- 16.2 Each policy of insurance must be endorsed to provide thirty (30) days notice to CRCS in the event of cancellation by the insurer. Additionally, the Entity must provide the CRCS with thirty (30) days written notice of its intention to cancel or not renew the policy.

- 16.3 The CRCS shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement commercial general liability insurance covering all acts and omissions of its employee and volunteers in respect of loss by or injury to third parties, including Entity staff and volunteers, arising from those acts or omissions in the course of this Agreement, to a limit of at least Ten Million Dollars (\$10,000,000.00) per Incident, or such lesser amount as is approved by the Entity. The policy will include the Entity as an Additional Insured and will contain a Cross Liability and Severability of interest clause. Certificates of insurance will be delivered promptly to the Entity from time to time, on request, throughout the Term of this Agreement.

- 16.4 Each policy of insurance must be endorsed to provide thirty (30) days notice to the Entity in the event of cancellation by the insurer. Additionally the CRCS must provide the Entity with thirty (30) days written notice of its intention to cancel or not renew the policy.

17. Fundamental Principles.

- 17.1 The Parties shall carry out the terms of this Agreement in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement, as attached in Schedule "B".

18. Reporting.

- 18.1 The CRCS shall provide to the Entity the following reporting on Services provided to Incident-Affected People:

- a) An annual report on preparedness activities undertaken by the CRCS provided within 30 days of each annual anniversary date of the start of the Agreement's Term.
- b) A summary report on Services provided in connection with each Incident within a reasonable time after conclusion of provision of Services for that Incident but at a minimum within three (3) months after the conclusion of Service provision.

19. No Assumption of Partnership.

- 19.1 Nothing in this Agreement gives rise to a partnership or joint venture between the Entity and the CRCS or to an employment relationship between the Entity and the employees or volunteers of the CRCS in the provision of Services.

20. Amendment of Agreement.

- 20.1 None of the terms, conditions or provisions of this Agreement shall be held to have been changed, waived, varied, modified or altered by any act or statement of either Party, their respective agents, servants or employees unless done so in writing signed by both Parties.

21. Termination.

- 21.1 Either party may terminate the Agreement for any reason and at any time upon providing sixty (60) days written notice.

- 21.2 Notwithstanding any other provision in the Agreement, the Entity reserves the right to terminate the Agreement immediately upon written notice to the CRCS if:

21.2.1 the CRCS is adjudged bankrupt or makes a general assignment for the benefit of its creditors;

21.2.2 a receiver is appointed on account of the CRCS's insolvency.

- 21.3 Termination of Agreement - With Notice — This Agreement may be terminated by either Party by giving sixty (60) days' notice in writing to the other Party after an attempt has been made to engage the other Party in Dispute Resolution pursuant to Section 26 below. If this Agreement is so terminated, the Entity will have no further obligation to CRCS except to pay CRCS such fees and expenses as described in Section 4 (Contribution) and Schedule "C" of this Agreement. For clarification, termination of this Agreement shall not relieve either party of any ongoing obligation incurred in accordance with this Agreement prior to its termination.

- 21.4 Effect of Termination - Rights of the Entity — The Entity will not, by virtue of any of the above instances of termination, waive any rights or remedies it may have in the Agreement or otherwise at law. The Entity shall only be responsible for the payment for Services which are funded by the Entity and which have been completed up to and including the effective date of any such termination with the exception of annual Contribution costs up to and including the year of Termination, as described in Section 4 (Contribution) and Schedule "C" of this Agreement.

- 21.5 Termination - Duties of CRCS - Upon termination, the CRCS shall, at a minimum, in addition to other provisions in this Agreement, disclose to the Entity the current state of the Service at the date of termination and provide to the Entity a report of, and all information requested by the Entity pertaining to the Service.

22. Withdrawal of Services.

- 22.1 The CRCS may provide immediate notice at any time during an Incident advising that it shall withdraw or reduce its services in the event conditions are such that the CRCS is

unable to provide Services without compromising the health or safety of its employees and/or volunteers.

23. Legal Notice.

- 23.1 Any notice, instrument or document to be given, served or delivered must be in writing and sent to the other Party at the address indicated below, or to such other address as may be designated by notice provided by either Party to the other as indicated below:

For the CRCS:

Vice President, Ontario
5700 Cancross Court, Mississauga, L5R 3E9

For the Entity:

1 Court House Square
Goderich, Ontario N7A 1M2

Any notice, instrument or document to be given by either Party to the other shall, in the absence of proof to the contrary, be deemed conclusively to have been received by the addressee (i) if delivered personally on a Business Day, then on the day of delivery; (ii) if sent by prepaid registered post, then on the second day following the registration thereof; (iii) if sent by ordinary mail, then on the third business day following the date on which it was mailed; or (iv) if sent by facsimile, upon confirmation of successful transmission of the notice.

24. Force Majeure.

- 24.1 In the event of a Force Majeure, the Parties shall consult with one another on the appropriate action to be taken, which may include temporary suspension of certain provisions of this Agreement for the duration of the Force Majeure situation or termination of this Agreement. Suspension of any provision of this Agreement shall be reviewed on a periodic basis but at least once every three (3) months. If the force majeure condition continues for more than sixty (60) days, either Party may terminate this Agreement upon written notice to the other Party.

25. Dispute Resolution.

- 25.1 The Parties shall make every reasonable effort to settle any dispute that arises as a result of any claim or controversy evolving from this agreement by negotiation. Any dispute, disagreement or issue of any kind arising out of this Agreement, that cannot be resolved through negotiations within thirty (30) Calendar Days of a written request for negotiations delivered by either Party to the other Party's representative as designated in Section 23 (the "**Legal Notice**"), shall be resolved through mediation.
- 25.2 Such mediation shall be facilitated by a neutral third party that is to be determined by both Parties. In the case the Parties cannot determine a neutral third party, if the mediation is unsuccessful, or if the mediation is not concluded within sixty (60) Calendar Days of the date of notification, an arbitrator shall be appointed by the Canadian Chamber of Commerce.
- 25.3 The place of arbitration shall be County of Huron, Ontario. The arbitrator's decision shall be final and conclusive of the matter, and shall not be appealable or subject to judicial review.

26. Entire Agreement

- 26.1 This Agreement constitutes the entire agreement and understanding between the Parties with regard to the Services and no amendment, modification or waiver of any of the terms or conditions herein shall be valid unless in writing and signed by an authorized representative of CRCS and the Entity. For greater certainty, the Parties acknowledge that this Agreement does not affect any existing or future agreement that has been or may be put in place to deal with large scale emergencies which may occur within the Entity.

27. Applicable Law

- 27.1 This Agreement shall be interpreted in accordance with and governed by the laws in force in the County of Huron, Ontario. Any proceedings relating to the subject matter of this Agreement shall be brought in the courts of the County of Huron, Ontario.

28. Survival

- 28.1 Except as otherwise provided in this Agreement, Articles, 11, 12, 15, 23, 25, 27, 33, 35, and 36 shall survive the termination of this Agreement

29. Counterparts

- 29.1 This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument. The Parties to this Agreement may rely on a facsimile copy of this Agreement, when executed, as conclusive evidence of a valid and binding agreement between them.

30. Schedules

This Agreement includes all of the Schedules annexed to it, the terms and conditions of which are expressly incorporated by reference herein and form a part of this Agreement. They are as follows:

- Schedule "A"- Services
- Schedule "B"- Fundamental Principles
- Schedule "C"- Preparedness Contribution & Reimbursement of Response Services Expenses
- Schedule "D"- Notification Protocol

31. Non-Waiver

- 31.1 No waiver by any Party of any breach by the other Party of any of its covenants, obligations and agreements hereunder shall be a waiver of any subsequent breach of the same or any other covenant, obligation or agreement, nor shall any forbearance in seeking a remedy for any breach be a waiver of any rights and remedies with respect to such or any subsequent breach.

32. Contractual Commitments with Third Parties

- 32.1 The CRCS shall have the right to subcontract with local suppliers as deemed necessary in the sole opinion of the CRCS to fulfill its obligations to provide Services to Incident -Affected People. The CRCS retains sole responsibility for the actions of any and all subcontractors it uses in the fulfillment of the terms of this Agreement.
- 32.2 Every subcontract entered into by the CRCS shall adopt all of the terms and conditions of this Agreement as far as applicable to the subcontractor's services.

33. Enurement and Assignment.

- 33.1 This Agreement shall be binding upon and ensure to the benefit of the Parties, their respective successors and permitted assigns. Neither Party may assign, subcontract or in any way transfer or delegate any of its rights or obligations hereunder except with the prior written consent of the other Party hereto. Any assignment carried out without such consent is null and void.

34. Headings.

- 34.1 All headings in this Agreement are inserted for convenience of reference only and are not to be considered in the construction or interpretation of any provisions of this Agreement.

35. Severability.


- 35.1 If any provision of this Agreement is, or becomes, illegal, invalid or unenforceable in any jurisdiction, the illegality, invalidity or unenforceability of that provision will not affect:
- A. the legality, validity or enforceability of the remaining provisions of this Agreement; or
 - B. the legality, validity or enforceability of that provision in any other jurisdiction.

36. Use of the CRCS Logo.

- 36.1 The Entity may not use the CRCS Logo or name without the review and written approval of the CRCS prior to publication or use.
- 36.2 Use of the CRCS Logo and name after written approval may only be used in relation to the Services. The Entity is not permitted to use the CRCS Logo as a means of endorsement by the CRCS of the Entity or as a co-branding initiative.
- 36.3 **The Emblem.** The Red Cross Emblem consists of a red cross on a white background and is universally recognized as a symbol of protection and neutrality. Conversely the CRCS Logo is the Red Cross Emblem plus the phrase "Canadian Red Cross/ Croix Rouge canadienne" as set out in the CRCS Graphic Standards. Use of the Red Cross Emblem alone is strictly prohibited.

IN THE PRESENCE OF WITNESSES, the Authorized Representatives have signed this agreement on behalf of the Parties

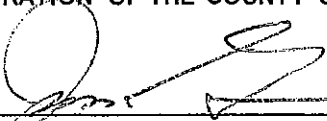
THE CANADIAN RED CROSS SOCIETY



A handwritten signature in black ink, appearing to read 'T. Elliott', is written over a horizontal line.

**Tanya Elliott,
Vice President
Canadian Red Cross**

THE CORPORATION OF THE COUNTY OF HURON

Per:  _____

Title: Jim Ginn, Warden

Per:  _____

Title: Susan Cronin, Clerk

SCHEDULE "A" – SERVICES

PREPAREDNESS SERVICES

Public Education

The CRCS will provide preparedness workshops to residents of the Entity, with the locations of those workshops to be determined jointly by CRCS and the Entity.

Joint Planning

The CRCS will provide planning support and collaboration associated with, but not limited to, acquisition and pre-positioning of supplies, shelter surveys, development of plans and procedures, operational structure and response as they relate to the provision of CRCS Services.

Exercises

The CRCS will participate in exercises with the Entity (as deemed appropriate by the Entity) and provide the Entity with the option to deploy staff to CRCS exercises.

Education and Training for Disaster Management Personnel

The CRCS will maintain a local cadre of trained, exercised and ready-to-respond CRCS personnel, sufficient to fulfill the terms of this Agreement, and undertake continuing education including drills and training.

Maintenance of Pre-Positioned Stockpiles

The CRCS will maintain a local stockpile of materials deemed necessary to provide immediate service in the event of a Minor Incident, Stockpiled items may include vouchers, gift cards, hygiene kits, cots, blankets, water and/or other items as deemed necessary.

RESPONSE SERVICES

Shelter &/or Reception Centre Management Services

The CRCS will set up and operate the Standard Services of a Reception Centre, a safe and temporary facility where incident-affected persons are received and provide with a variety of emergency social services. The aforementioned Standard Services that will be provided by the CRCS are: clothing, lodging, food, family reunification services and inquiry, reception and information and personal services.

Family Reunification Services

The CRCS will contribute to the alleviation of the anxiety and fear of affected persons experience when family members are separated because of a Major Disaster.

This service involves collecting specific and accurate information from affected peoples (registration) and responding to requests for information about their family members' health and how to contact them.

Client Registration is also helpful in supporting the delivery of other types of assistance and direct aid services.

The CRCS may manage or organize the Registration and Inquiry service (through CRCS registration cards or by CRCS electronic software) in three ways:

- In person, with CRCS personnel assisting the client(s) with completing the Registration cards.; or
- Self-service and through direct contact with CRCS personnel, providing the client(s) with access to a telephone, electronic mail or the CRCS registration database;

- Self-service and remotely, by telephone, electronic mail or CRCS registration database.

A Central Registration and Inquiry Bureau (CRIB) will be offered in Major Incidents as deemed necessary, upon mutual agreement with the Entity, which can be utilized to centralize registrations and inquiries as well as to provide call-centre support.

Emergency Lodging Services

The CRCS will provide Incident-Affected Persons with a temporary, safe shelter, to preserve their dignity and support them during an evacuation.

The CRCS may deliver or organize this service in three ways:

- Commercial lodgings in a hotel or motel; or
- Cot set-up and assignment in a Reception Centre
- Placement in an Entity-approved shelter.

Reception and Information Services

The CRCS will receive Incident-Affected People at locations where they can receive services and/or to inform them about the available services offered by the CRCS or other organizations.

In a Major Incident this service may be organized in two ways:

- In a Reception Centre or any other location where services or information are available for Incident-Affected Persons; or
- By setting up an Evacuation Centre that provides reception and information as well as emergency lodging services for affected persons.

Emergency Food Services

The CRCS will provide emergency feeding services for Incident-Affected People.

The CRCS may deliver or organize this service in four ways:

- Activation of not-for-profit resources or other third party resources or corporate partnerships;
- By referring Incident-Affected People to commercial establishments such as restaurants and public cafeterias or by obtaining the assistance of a caterer;
- In a Major Incident, a cafeteria managed by the CRCS (in which case the CRCS will assign food handling responsibility to qualified professionals); or
- Administer food vouchers/pre-paid gift/debit cards.

The CRCS is careful to ensure to the best of its ability based on the circumstances that food meets the nutrition needs of at-risk groups, in particular infants, children, pregnant and breast-feeding women, the elderly, individuals who need special diets and personnel working at Emergency Sites. Food should also respect the culture of the population affected and take into account the stress that some foods may cause.

Personal Services

The CRCS will provide for the initial reception of Incident-Affected People arriving at Reception Centres or other Entity-approved locations; inform them of immediate emergency help available and offer emotional care and comfort.

The CRCS may also facilitate access to medical care or provide for personal needs such as renewing a prescription for essential medications, replacing or repairing eyeglasses, prosthetics, hearing aids or mobility assistance equipment, where no other financial resources are available.

Emergency Clothing

The CRCS will provide clothing to preserve affected peoples' dignity and ensure that they are dressed appropriately for the weather.

The CRCS delivers this service in one of two ways:

- Provide new clothing with the assistance of clothing suppliers; or
- Administer vouchering or pre-paid gift/debit cards for clothing.

Door to Door Wellness Checks

In liaison with the Entity, the CRCS will make contact with vulnerable persons and determine vulnerable populations affected by the Incident as per mutual agreement between the Parties after Notification. A wide-area assessment may be done in one of two ways:

- Outreach teams to perform door-to-door wellness checks and/or client needs assessments; and/or
- Phone-based wellness checks and outreach.

Volunteer Management

This Service provides the recruitment, orientation, training, and placement of unaffiliated volunteers to be utilized by the CRCS during a Major Incident as surge capacity personnel. This Service will be provided upon mutual agreement between the Parties only.

Coordination of Volunteer Sectors

Local volunteer organizations can participate in the provision of direct assistance to beneficiaries in accordance with their specific mission. Coordination of Volunteer Sectors aims to coordinate the local offers of services from different community groups to ensure collaboration, efficiency and best use of resources. Methods of Service delivery may include (as deemed appropriate by the CRCS):

1. Inventory of Resources: Establishing a list of local community groups and their specific service offers;
2. Coordination mechanism: Establishing coordination mechanisms such as meetings or conference call.

SCHEDULE "B" – FUNDAMENTAL PRINCIPLES

Humanity

The international Red Cross and Red Crescent Movement, borne of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary Service

It is a volunteer relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

SCHEDULE "C" – Preparedness Contribution & Reimbursement of Response Services Expenses

PREPAREDNESS SERVICES

In order that the CRCS may make the necessary arrangements to enable it to discharge its responsibilities under this Agreement, the Entity agrees to make an annual contribution to the CRCS for the length of the Agreement, as follows:

- 2018: \$8,900
- 2019: \$8,900
- 2020: \$8,900

The annual contribution shall be paid within thirty (30) days following the date on which the Agreement is signed and thereafter on the anniversary date of the date on which the Agreement is signed, for the duration of the Agreement.

In order for the CRCS to be able to assist Incident-Affected People appropriately, it may organize a fundraising campaign if its resources are insufficient to meet the needs of Incident-Affected People. The fundraising campaign will be conducted and the funds raised will be used in accordance with the standards of the CRCS.

RESPONSE SERVICES

As the provision of Minor Incident assistance is managed directly by the CRCS as part of its own humanitarian mandate and on its own initiative, expenses incurred for the provision of assistance in the case of Minor Incidents shall be assumed by the CRCS.

This schedule identifies the costs to be covered by the Entity in the event of a Major Incident or a request for an extension of emergency aid in the event of a Minor Incident. These provisions also apply where the CRCS is placed on alert by the Entity.

All expense claims shall be supported by detailed invoices together with proof of payment. CRCS will provide detailed invoices within ninety (90) days from the day major response formally ends and CRCS is stood down by the Entity. Payment will be due within two months of receipt of an invoice.

Expenses Relating to Human Resources

These are expenses relating to travel expenses, living expenses, the cost of housing volunteers and permanent or contract employees and overtime worked by permanent employees, and the remuneration paid to contract personnel hired to provide the Services. The rates paid for overtime or contract work will relate directly to the Services and will be agreed to by the Entity.

The current per-diem rates for CRCS personnel are as follows:

- Meals: Breakfast: \$12.50
- Meals: Lunch: \$12.00
- Meals: Dinner: \$33.60
- Incidentals: \$8.65

The current CRCS rate for personal vehicle use is \$0.37 per km.

Administration costs are actual costs incurred as a result of a response, such as office supplies. The only CRCS staff costs to be claimed will be for any staff who may be hired specifically for an emergency response or who are seconded from other areas to assist in an emergency response or to backfill staff positions and have been authorized by the Ministry. Administrative costs will not exceed 12% of total invoice.

Loan of Permanent Personnel

If it is agreed, at the request of the Entity or pursuant to discussions with the CRCS, that the mandate calls for the loan of a CRCS employee to be assigned full-time to providing Disaster Services, the CRCS will charge the salary of that member of personnel at the scales in effect plus 25% to cover the CRCS personnel's benefits. Overtime and holidays worked will also be charged.

Expenses Relating to Material Resources

These expenses include the purchase of material for providing Services, replacing material belonging to the CRCS that is lost or damaged, rental of various material and charges for the use of cellular telephones and pagers, photocopiers, facsimiles, mobile radios, computer equipment, rental vehicles and gasoline, storage fees and other expenses.

They also include expenses relating to insurance for rental equipment and vehicles and the deductible in the event of loss or damage, usage fees (per kilometre) for vehicles belonging to the CRCS, long distance charges relating to the emergency services and temporary equipment installation charges (telephone line, computer, facsimile, etc.).

Expenses Relating to Evaluation

In the event of a Major Incident that requires the activation of a provincial or National CRCS Disaster Response Team, the CRCS is required to commission an evaluation in order to maintain accountability. 5% of the total cost of the response, or \$10,000, whichever is greater, will be provided to facilitate an evaluation, including direct beneficiary evaluation, and a summary of the results of the evaluation will be shared with the Entity.

Expenses for Direct Assistance to Incident Affected People

The CRCS will charge for the expenses of direct assistance to Incident-Affected People (shelter, food, clothing, and general services) under its standards for relief assistance. The current version of these standards is included below and could be amended in 2018:

National Disaster Assistance Guidelines – September 2009

Service	Relief Assistance			Guidelines For Providing Relief Assistance
Emergency Feeding	Groceries	Daily	Weekly	Grocery vouchers are given only when the family has cooking facilities. If unsure, see your supervisor. Vouchers do not cover food deliveries or tips. The order of preference for emergency food services is: 1) grocery vouchers 2) mass feeding for clients a 3) restaurant meals.
	First person in a household	\$20	\$80	
	Each additional person	\$10	\$30	
	Infant formula	\$10		
	Restaurant meals	\$35		

Emergency Clothing	<p>Adult \$120 Child (under 12 years) \$100 If a winter coat and boots are required, increase the above amounts to: Adult \$200 Child \$170 Laundry supplies \$25 per household</p>	<p>Pricing is based on establishing agreements with stores to provide one full set of outerwear clothing for each person, two sets of underwear and socks and one set of footwear. CRCS distributes only new clothing. CRCS can refer clients to community resources for additional clothing, (e.g., Salvation Army or St. Vincent de Paul).</p> <p>Dry cleaning costs up to the limit of the clothing allowance may be claimed in lieu of purchasing new clothes.</p> <p>Includes detergent, bleach and cleaning agents</p>
Personal Services & Health Care	<p>Adult \$10 Child (under 12 years) \$5 Baby products \$35 Adult incontinent aids \$35</p>	<p>Personal hygiene kits are distributed whenever possible; vouchers may be given if these kits are not available. Baby products or adult incontinent aids should be provided one time only; additional requests require supervisory approval. CRCS may distribute in-kind donations of toys and recreational equipment.</p> <p>CRCS will facilitate access to medical care. Based on the needs assessment, CRCS may pay for one refill of essential medications and replacements or repair of eyeglasses, dentures, prosthetics and hearing aids when no other financial support is available. Supervisory approval is required for this assistance.</p>
Emergency Lodging	<p>Homes of family or friends Blanket, bed linen & pillow \$25/person maximum Group or congregate shelter facilities Blanket and cot Towels & washcloth \$15 per person maximum Hotel/Motel Up to \$125 per night for each family of four.</p>	<p>Least expensive (but safe) type of accommodation should be selected.</p> <p>The order of preference for emergency lodging services is: 1) clients' own home 2) staying with family or friends 3) congregate shelters 4) hotels, motels or campgrounds (i.e., commercial establishments). In hotels an additional room may be provided if a family cannot be accommodated in one room.</p>

		<p>Blankets are distributed when required; vouchers may be given if donated blankets are not available.</p> <p>Personal insurance should be used as the primary form of support for Disaster-affected People. The CRCS should seek to be reimbursed by insurance companies for services covered by insurance.</p>
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SCHEDULE "D"

Notification Protocol

General

The Entity, or their designate, shall request assistance from the CRCS as per the protocol described herein to determine what services will be delivered, the terms and conditions for organizing the services and the duration of the services.

The information to be provided by the Entity at the time of notification includes:

- Nature and location of Disaster
- Time Disaster occurred
- Number of people affected (if available)
- Current or possible evacuation
- Emergency Services on-scene
- Any identified threats or hazards to the affected population and/or CRCS personnel
- Activation level of municipal EOC/emergency response plan (Major Disasters only)
- Services requested, including locations of Reception Centres where Services will be delivered (Major Disasters only)
- Time frame for response
- Any special instructions, limitations, etc.
- Location of affected vulnerable persons/populations, such as Long-Term Care facilities, hospitals, etc.
- Entity liaison officer names and contact information

Contact Information

The CRCS Disaster Management representatives are available 24-hours a day, 7-days a week, 365 days a year. In the event of an emergency, the following personnel should be contacted.

For the CRCS:

Provincial Duty Officer
#416.209.0432
ONDutyOfficer@redcross.ca

Pathway.

2019



PARTNERSHIP REPORT BACK

AGREEMENT FOR DISASTER RESPONSE SERVICES

HURON COUNTY Jan 1 2019- Dec 31 2019

EXECUTIVE SUMMARY

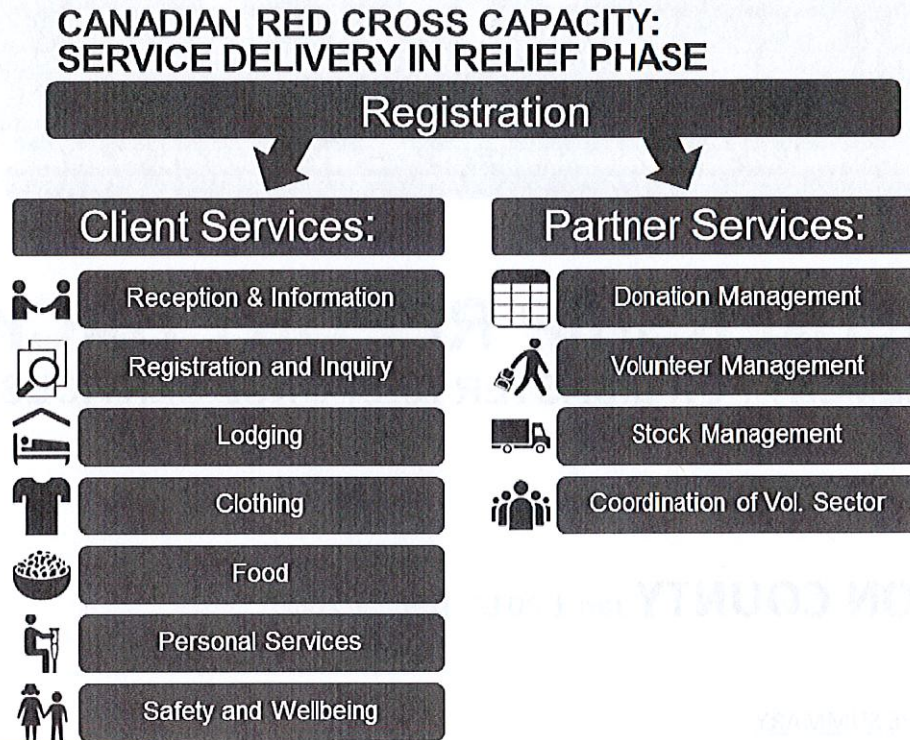
The following report summarizes key achievements in Year Two of our partnership with Huron County from Jan 1 2019 to Dec 31 2019. The reporting period is organized in accordance with the areas of focus outlined in the agreement and aligned with the goals within our Operational Plan. There is a focus on Response and Deployments, Personnel Updates, Training and Engagement Opportunities, Community Preparedness Work, and Systems from both a national/provincial and local perspective.

RESPONSE AND DEPLOYMENTS

CRC responded to a significant number of both small and large-scale emergencies across Canada the past year. Across Ontario, the Red Cross responded to 666 Personal Disaster Assistance (PDA) calls and a number of large scale disasters including the 2019 Ottawa and area floods, Northern ON forest fire and flood evacuations, and large multi-unit apartment fire response in the Toronto area. Throughout this period, Red Cross teams worked to provide emergency shelter and other Emergency Social Services (ESS) to vulnerable people. In many cases, longer-term recovery assistance was provided to individuals and

families, community groups, First Nations, eligible small businesses and others in need from the affected regions. The Red Cross in Ontario continues to play an important role in the recovery sphere since launching its first recovery operation in the spring of 2017.

One of the main strengths of our organization is the ability to deploy in teams and resources from across the province in order to execute service delivery plans (see infographic below) when a disaster strikes in your community.



Level 1 (Personal Disaster Assistance) Responses: In this reporting period, the Huron-Perth Personal Disaster Assistance (PDA) teams responded to 5 L1 events; 3 of which occurred in Huron County and 2 in neighbouring Perth County. In the 3 responses occurring in Huron County, PDA responders assisted 7 residents during these emergencies. Assistance included emergency clothing, lodging, food, and hygiene items. Red Cross responders contributed 40.5 hours.

In one 2019 response, CRC volunteers were notified of a significant house fire in Huron County which resulted in a total loss of the home as well as the death of family pets. CRC volunteers provided the family with emergency lodging, clothing, and food. Due to the extent of the family's loss, CRC leveraged the expertise of Safety and Wellbeing personnel (program description below) to provide additional support and critical community referrals to support them in their recovery.

Level 2 Responses: In this reporting period, there were 0 Level 2 or above responses in Huron County.

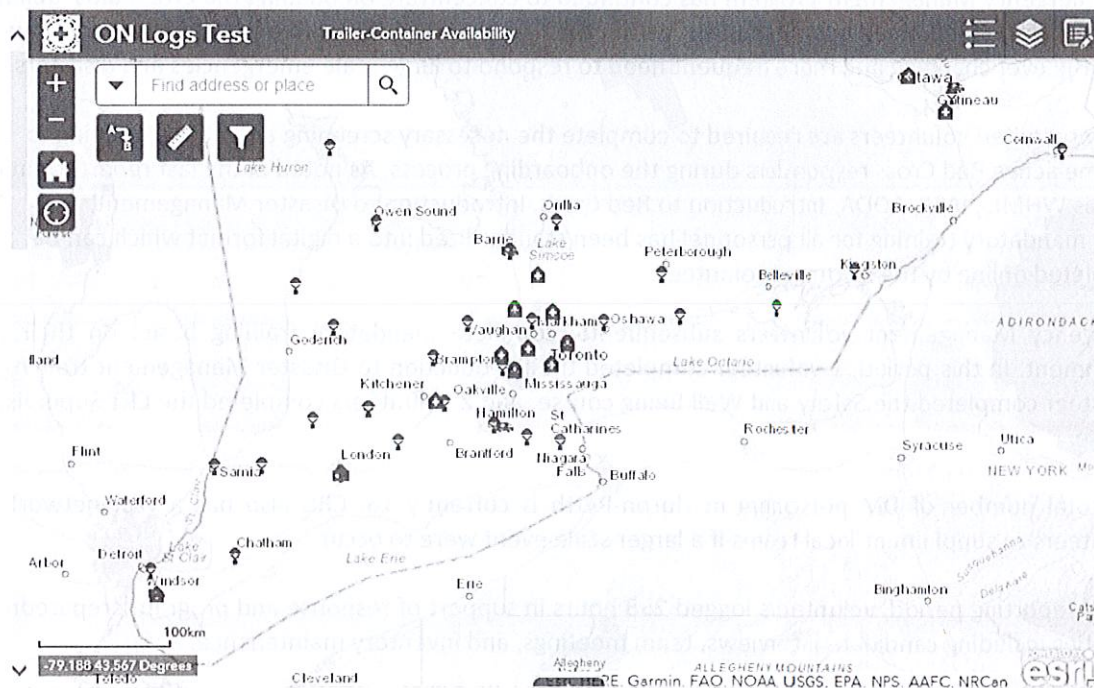
In 2019, **Huron-Perth** volunteers were deployed 4 times in support of larger scale responses in Ontario, including the ON Northern Forest Fires and Winnipeg severe snowstorm. The increased knowledge and leadership experience volunteers gained will greatly assist in local capacity building and readiness.

COMMUNITY PREPAREDNESS WORK

Stakeholder Meetings: The CRC participated in approximately 9 meetings with external stakeholders in Huron County during this reporting period. Some examples include meetings with the local Emergency Management committee and local Fire Chiefs in Wingham, Exeter, and South Huron. Discussions included completion of shelter surveys and positioning of 50 person shelter modules and other response supplies.

Stocks and Materials/Supply Management : In the past three years, the Canadian Red Cross has positioned 50 person shelter modules across Ontario. These modules contain resources (ex. cots, blankets, and administrative supplies) to support a 50-person shelter operation. Annual maintenance of these units is on-going and additional units are strategically positioned in neighbouring areas should they be required.

2 50-person shelter module are positioned in Huron County with 2 additional units in neighbouring Perth County. One unit was repositioned in Huron County during this reporting period. Additional resources available in surrounding areas to support operations in Huron County include a Command and Administration module (Windsor), Information Technology kits, and intermodal containers which house additional cots and blankets if required in a larger scale scenario.



The above GIS maps illustrates where CRC offices and 50 person shelter modules are located in Ontario

CRC has 1 standardized Level 1 kit (for small scale emergencies) positioned within Huron County to ensure teams have necessary resources to respond to small scale events as efficiently as possible. An additional kit will be positioned in Huron County in 2020 to further build capacity in the area. In the latter part of

this reporting period, 4 Emergency Response Team kits were being updated to a newly developed standard. ERT kits contain the necessary supplies for the first 2-3 days of evacuation centre operations. In early 2020, it is anticipated all ERT kits positioned in Huron-Perth will be fully updated and positioned in the local 50 person shelter modules.

Shelter Survey: During this reporting period, 1 new shelter survey was conducted and 2 surveys were updated on behalf of Huron County. A CRC team visited the Central Huron Community Centre in Clinton and completed a full shelter survey to assist in determining the facilities capacity, suitability for operations, and space allocations should the site be used for evacuation centre purposes. Additionally, the South Huron Recreation Centre in Exeter and Westcast Complex in Wingham were updated. The CRC plans to meet with Huron County to determine additional sites to survey in 2020.

Supplier Agreements: Supplier agreements were maintained with local vendors including hotels, clothing establishments and restaurants. These pre-established agreements ensure we are able to provide clients with necessary assistance in a timely manner. Throughout Huron County, there are currently 21 supplier agreements with local businesses. A learning from recent shelter survey updates was a gap in suppliers—CRC has identified the need for an agreement for a mobile laundry service to support evacuation centre operations. CRC plans to sign a new applicable vendor for this services in 2020.

PERSONNEL UPDATES

Our Emergency Management program has continued to concentrate on building the CRC teams' abilities to meet our defined 'Readiness Standards' within the Canadian Red Cross, to ensure that we continue to meet the ever changing and more frequent need to respond to large scale emergencies and disasters.

Newly recruited volunteers are required to complete the necessary screening and online training to become active Red Cross responders during the onboarding process. As noted in the last report, training such as WHMIS, IASR/AODA, Introduction to Red Cross, Introduction to Disaster Management, and other mandatory training for all personnel has been standardized into a digital format which can be completed online by the incoming volunteer.

Emergency Management volunteers subsequently complete mandatory training based on their job assignment. In this period, 1 volunteer completed the Introduction to Disaster Management training, 1 volunteer completed the Safety and Well Being course, and 2 volunteers completed the ERT Supervisors Course.

The total number of DM personnel in Huron-Perth is currently 16. CRC also has a vast network of volunteers to supplement local teams if a larger scale event were to occur.

In this reporting period, volunteers logged 258 hours in support of response and program preparedness activities including candidate interviews, team meetings, and inventory maintenance.



TRAINING AND ENGAGEMENT

The Canadian Red Cross Learning and Development department developed several new learning solutions which were successfully implemented in Ontario. New courses were designed to meet the increased needs of those affected by and responding to emergency events. For example, the new Safety and Wellbeing course was designed to meet the increased need for psychosocial supports during times of disaster. New learning pathways for volunteers are under development with a focus on providing additional learning and development opportunities for our existing leadership personnel while identifying new candidates to increase supervisory capacity and are expected to be rolled out in early 2020.

Community Based Teams : The Canadian Red Cross continues to further our objective of developing volunteer response teams in each community in Ontario. These community-based teams continue to be a mainstay and fundamental to the Red Cross service delivery model. Red Cross volunteers live, work and serve in their communities, helping spread the preparedness message and responding to the local emergencies that affect the people in their community. They build and strengthen relationships with emergency management and emergency social services partners at the community level and strengthen the community level preparedness for disasters.

In the later part of this reporting period, a targeted social media campaign was launched in Huron-Perth with a goal of increasing local capacity and recruiting new personnel. Candidates that expressed an interest in volunteering with local Emergency Management program were then contacted for initial screening. Interviews were expected to commence in early 2020 with interested candidates.

Additionally, regular meetings are coordinated with Huron-Perth volunteers to provide overview on program changes, recent responses, new systems implementations, and upcoming events and opportunities.

SYSTEMS

EMIS

The Emergency Management Information System (EMIS) is a standalone system enabling the Canadian Red Cross to provide registration, case management, reporting and financial assistance. The system was activated for a number of responses in Ontario over this reporting period including the Ottawa area floods, Northern ON floods, and a multi-unit apartment fire response in Toronto. EMIS has become the primary vehicle for the Canadian Red Cross to manage beneficiary information and provide assistance on a mass scale. Current focus is on utilizing EMIS for Level 3-5 responses and would be used in Huron County should an event of that size occur.

Pre-Paid Cards

The Red Cross is preparing for the implementation of loadable payment cards as the primary means of providing financial assistance for emergency services offered to beneficiaries. This will provide more timely resources to beneficiaries and support scalability in larger responses. Provincial implementation is expected in early 2020 and all Huron-Perth volunteers will be required to attend a training orientation with full rollout in the region completed by end of Spring.

RAVE (formerly known as ERMS)

RAVE is a mass notification system that enables the Red Cross to quickly reach volunteers by phone, text, and/or email. Alerts and messages are sent out from a dispatcher when a disaster occurs to activate teams. The system is currently used in half of the operational areas within Ontario, with pilots also having been conducted at a provincial level and for mass-scale events. Since the last reporting period, ERMS was acquired by RAVE Mobile Safety.

Once fully operational, it will become an important tool to mobilize teams and/or gather availability of CRC responders thereby increasing the efficiency of our response. Although ERMS was anticipated to be operational within Huron County during the last reporting period, the transition to RAVE delayed the start date and RAVE is now expected to be implemented locally in 2020. All volunteers will be required to attend an orientation to the system.

Centralized Hotel Booking

During this reporting period, Huron County teams successfully implemented a centralized hotel booking service. This service has enhanced our lodging capabilities by providing responders with immediate access to a 24/7 hotel booking capabilities and has significantly improved our efficiencies in securing emergency accommodations. It also provides assurances that beneficiaries in more rural communities will be able to secure safe and appropriate emergency lodging where options are often more limited. During this period, all volunteers were provided an orientation in how to utilize the service.

OTHER CANADIAN RED CROSS UPDATES

The Red Cross continued to integrate the Safety & Wellbeing (SWB) program into domestic operations and focus on increasing the number of personnel trained in the program. SWB aims to support the immediate wellbeing needs of emergency-affected populations and Red Cross personnel. SWB is built on a foundational approach of 'do no harm'. In relief operations, SWB volunteers work in collaboration with other responders to: ensure safe and supportive environments; provide service to beneficiaries (via Psychological First Aid approach); provide services to Red Cross personnel and promote community mobilization and engagement.

New learnings methods have been explored to better engage our volunteers and ensure their learning is better supported through capacity building learning modules and a variety of methodologies including blended learning (classroom and online), a Canadian Red Cross e-library, and an emphasis on virtual classroom options. New learning pathways for volunteers are under development with a focus on providing additional learning and development opportunities for our existing leadership personnel while identifying new candidates to increase supervisory capacity.


We look forward to our continued collaboration on these and other initiatives to ensure we are prepared to effectively respond to emergencies within Huron County and meet the needs of those impacted by disaster.




Disasters can strike anytime and anywhere and those in need can't wait; their needs are urgent. The Canadian Red Cross works with local authorities to help vulnerable individuals and families in Canada affected by emergencies and disasters. Services may include food, lodging, clothing, personal services, reception and information, and family reunification. Even before a disaster happens, the Canadian Red Cross is in your local community, helping plan for the unexpected, building relationships and teams of volunteers, and making sure we have supplies nearby so we are ready to respond 24 hours a day, 7 days a week.

 www.redcross.ca

 www.redcross.ca/blog

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Jeff Horseman, Chief Emergency Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Jeff Horseman, Chief Emergency Services, dated December 16, 2020, titled Brussels Paramedic Post Report, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron recommends staffing option #1 maintaining Brussels;

AND FURTHER THAT:

The Council of the County of Huron directs staff to formally investigate building option #1 and option #2 with the Municipality of Huron East and provide a further report to Huron County Council for further consideration.

BACKGROUND:

Huron County Paramedic Services currently operates seven (7) bases and two (2) Paramedic post locations.

The Brussels Paramedic Post has been located at the Huronlea Long-Term Care Home for approximately eleven years. This Post was originally stationed at the Brussels Fire Hall starting in 2007 but due to some operational issues the crew was moved over to the Long-Term Care Home in 2009.

The Paramedic crew reports for duty to the Wingham Paramedic Base location at the beginning of the shift and travels to the Brussels location once their shift has started and would again return to the Wingham Paramedic Base at the end of shift.

The Brussels Post has some identified limitations at the current Huronlea location:

1. The Ambulance is housed outside during the time spent at the Post.

Depending on the time of year, this means that the Ambulance must be left idling in order to maintain operational readiness. In the winter, this means that the Ambulance remains warm enough to maintain acceptable temperature; in the patient compartment, for medication safety; and windshield clear of ice & snow.

In the summer, this means that the Ambulance remains cool enough to maintain acceptable temperature for patient compartment and for medication safety.

2. The Ambulance location in the parking lot is approximately a two (2) minute walk to the crew room inside Huronlea. This increases the "chute time" for each call for service. If you would compare this to the chute time in one of our Bases it would be approximately one (1) minute longer. Therefore, the overall response time to a call for service by the

Brussels crew is increased on average by one (1) minute compared to a crew that is stationed inside an actual base.

3. The small crew room located at this post location does not have a washroom, kitchen, or cleaning area that is dedicated to the Paramedic crew.

With a shared washroom and kitchen area, the Paramedic crew must co-mingle with residents and staff. Co-mingling with two high risk groups becomes problematic in certain situations such as Flu season, and currently with the COVID-19 Pandemic.

Not having a proper decontamination (cleaning) area for the Brussels crew would require the crew to report to a station (Wingham or Tuckersmith) after every call to clean and restock their vehicle prior to returning to Brussels.

4. With only the small crew room, there is not an area for medical documentation completion or privacy.

Huron County Paramedic Services pays Huronlea Long Term Care Home a monthly lease payment for the Paramedic space in the amount of \$500 per month.

Current Situation

On March 13th, 2020 the Brussels Paramedic Post has been temporarily moved to the Brussels Fire Hall due to COVID-19. This was initiated due to the risk of housing Paramedics and residents in the same building as both are considered high risk for COVID-19.

Huron East and the Brussels Fire Department have been providing a shared space inside the fire hall for the Paramedics with access to the meeting room, kitchen, and washroom facilities.

This arrangement was initially a short-term solution to ensuring the residents of Huronlea would not have increased exposure to COVID via Paramedic crews and would also allow for a temporary post for Paramedics until a further longer-term solution could be found.

Currently, this space has been provided at no cost by Huron East, however, as it appears that Paramedic Services will not be returning to Huronlea in the immediate future there is a shared space lease agreement approved by both Huron County Council and Huron East Council effective October 1, 2020.

ORH Recommendations (10 Year Deployment Review)

On February 19, 2020 ORH Consultant Andrew Greggan presented Huron County Council with the final Comprehensive Deployment and Base Review of Paramedic Services for Huron County. This review outlined what would be required by Huron County over the next 10-year period (2019-2029) to ensure that we are maintaining current response times and service levels to our citizens when dealing with the projected increase in call volumes.

COVID-19 was upon us approximately three (3) weeks after this report was presented to County Council and as such with the role that Paramedic Services and the Paramedic Leadership was involved in the early stages it has not been possible to bring back to County Council any follow up reports or action plans to this point.

That said, there are recommendations in the report that are specific to the Brussels Paramedic post and should be considered at this time because of the situation we are faced with.

Station Location Optimization

When analyzing the optimal station locations for Huron County it was noted on page 18 *The optimal seven locations were Brussels, Clinton, Exeter, Goderich, Lucknow, Seaforth and Wingham.*

The eight location was Zurich and the optimal ninth location was Bayfield.

Although the seven locations are listed in the report in alphabetical order, Brussels post was included in the seven locations which clearly indicated that Brussels location was a higher priority

than Zurich and Bayfield if we were to reduce from the current nine locations down to seven.

Future Demand Modelling

In this section of the report, ORH is referring to the expected capacity issues for vehicle storage and deployment given the predicted increase in staffing over the 10-year period. The report gives a few options on how to expand capacity of bases to include the increased vehicles required.

The second scenario in the report speaks specifically to building a small base in Brussels to free up vehicle space in Wingham or Seaforth. This scenario specifically indicates that there would be a single bay station build in Brussels, an expanded bay in both Zurich and Bayfield stations, and a new station in Seaforth would be built with three bays. The construction of the Seaforth Base, and the divestment of Tuckersmith Base, is the next priority after resolving the current Brussels situation.

This option is listed on page 23 *The second scenario would give the same good spread of spare vehicles and would improve performance in the Brussels area. A new location in Brussels would eliminate the mobilization time (crew quarters some distance from the vehicle) and idling (vehicle parked outside) issues currently experienced. This option would also potentially give some flexibility in housing the Emergency Support Trailer that is currently parked outside in Auburn (as the Brussels or Seaforth station capacities could more easily increase by one bay).*

ORH Recommendations

Outlined on page 32 of the report under the recommendations for medium term (2023 to 2026) is the recommendation that states *Alternatively, if building a new Brussels station is feasible, then it could be permanently based in Brussels rather than deploying from either Seaforth or Wingham. There would be an added benefit of improving response times in Huron East as no time is lost at the beginning and end of shifts driving to the post and mobilization times can be improved. This would also reduce the costs associated with a vehicle being based outside; when outside the engine must be left idling due to particularly cold or warm weather.*

COMMENTS:

Options for Consideration

Huron County staff have subsequently requested some follow up modelling for the Brussels area which has been completed by ORH.

Staff have outlined the following possible options for consideration:

Staffing Option #1: Maintain Brussels

As outlined in the original report completed by ORH, the best options for response in the Brussels area including the northern portion of Huron East, portions of North Huron, Morris-Turnberry, and Howick would suggest that a Paramedic presence in Brussels be maintained. If a new base were to be found (renovated building or newly constructed building) it would improve response to the community by decreasing chute times and eliminate the need for Paramedics to report to shift in Wingham and drive to Brussels.

In addition, issues such as idling and housing (deploying) a vehicle from outside a station would be eliminated and could help elevate future storage issues as identified for future call volume and staffing increases.

Staff completed a scan of available buildings in Brussels in October and did not find any buildings currently available that would be easily renovated to accommodate a Paramedic base.

Early estimates to build a single bay base with a small crew room, kitchen, washrooms/changerooms, small office, and medical storage is estimated at \$1,000,000 - \$1,200,000 not including the purchase of land or associated costs for project management. In addition, to increase to a two-bay station we could expect costs to be increased a further

\$200,000 - \$300,000 based on neighbouring services that have provided information on their recent Paramedic base builds.

Staffing Option #2 Remove Brussels Post & Paramedic Staffing

A second option that staff have considered is to remove the Brussels post altogether, including staffing resources. This option does not fall within the recommendations of the ORH deployment review, as Brussels is considered to be one of the seven main locations to deploy resources to ensure adequate geographical coverage of Huron County as well as maintain response times moving forward.

Administration staff requested that ORH run this scenario as a potential option within the AmbuSim program to see how this option would affect the response times compared to what we are currently achieving in Huron County.

Overall, removing the post from Brussels as well as the staffing, would cause a decrease in the CTAS 1 performance (8 minutes) by 2.6% or by 2.7% for the CTAS 2 (17 minute) response time standard. Huron County has set the CTAS 1 (8 minute) response requirement at 40%, based on our achieved results of 46% in 2019, we would be looking at potentially dropping to 43.3% if this option was chosen. This percentage would continue to drop as the year over year call volume increases.

If looking at actual response times, the overall County of Huron average response time would increase by 32 seconds, however, the average response times in Huron East would increase by 2:22 minutes, Morris-Turnberry by 1:35 minutes, and Howick by 1:52 minutes.

This shows that the average response time for an Ambulance in Huron East will go from 9:02 minutes to 11:24 minutes.

Staffing Option #3 Remove Brussels Post & Respond from Wingham Station

The third option staff considered is to remove the Brussels post but keep the staffing in place and have the crew respond from the Wingham Station for each call in the Brussels area.

Again, this option does not fall within the recommendations of the ORH deployment review, as Brussels is considered to be one of the seven main locations to deploy resources to ensure adequate geographical coverage of Huron County as well as maintain response times moving forward.

The results of this option provided by ORH would see an overall decrease in the CTAS 1 performance (8 minutes) by 0.8% or by 0.9% for the CTAS 2 (17 minute) response time standard.

If looking at actual response times, the overall County of Huron average response time would increase by 7 seconds, however, the average response times in Huron East would increase by 2:14 minutes, while all other areas would see a small decrease in average response time.

This means that the average response time for an Ambulance in Huron East will go from 9:02 minutes to 11:16 minutes.

Staffing Option #4 Remove Brussels Post & Respond from Seaforth Station

The fourth option staff considered is to remove the Brussels post but keep the staffing in place and have the crew respond from the Seaforth Station for all calls in the Brussels area.

This option does not fall within the recommendations of the ORH deployment review, as Brussels is considered to be one of the seven main locations to deploy resources to ensure adequate geographical coverage of Huron County as well as maintain response times moving forward.

The results of this option provided by ORH would see an overall decrease in the CTAS 1 performance (8 minutes) by 1.7% or by 2.0% for the CTAS 2 (17 minute) response time standard.

If looking at actual response times, the overall County of Huron average response time would increase by 23 seconds, however, the average response times in Huron East would increase by

1:32 minutes, Morris-Turnberry by 1:32 minutes, and Howick by 1:46 minutes.

This means that the average response time for an Ambulance in Huron East will go from 9:02 minutes to 10:34 minutes.

If County Council decides to continue with providing both staffing and a post/base within Brussels (Option #1) then we must consider what the accommodations will be for that base/post.

Building Option #1 Build a new Paramedic Base at Brussels Fire Hall or Huronlea

The best option for Paramedic operations would be to secure some form of base in Brussels that would allow for the Ambulance to be stored in doors, give the Paramedics a small crew/kitchen area, documentation room, storage room, and washroom. This would allow Brussels to change from a Paramedic Post in which the ambulance is deployed (starts their shift) at another base into a Paramedic Base in which the ambulance is housed inside the base and the Paramedics report directly to the base at the start of their shift.

Build a new stand-a-lone base – as suggested in the ORH report building a single bay or even a 2-bay base would not only alleviate some future vehicle storage issues it would eliminate the current issues experienced at the current Brussels post.

Staff have initially reviewed two possible site locations that would be possible options should Council decide to build a base. These sites were on the property of Huronlea and the property of the current Brussels Fire Hall.

Huronlea – Although possible to build a small single bay base on this site is possible, it is not the idea choice. The location of the base would be at the rear of the property and has two main drawbacks. The first is that the egress route travels through the parking lot in which staff and deliveries are received. There is a chance for crews to be blocked in by delivery vehicles at different times as well as concerns regarding safety of staff members from Huronlea when entering and exiting the parking lot to the Huronlea building. Noise from emergency vehicle sirens and emergency lights could also be a minor disturbance. In addition, this location would require significant work surrounding the water management currently in place on the parcel of land where the base would be located.

Brussels Fire Hall Property – This parcel of property is large enough to accept a single or double bay base, it is located in an area of town which provides easy egress onto County Road #12, and the Paramedic base would be positioned directly beside the current Fire Hall. It is staffs understanding that Huron East would be open to a discussion about this option and working with the County.

Building Option #2 Build an addition to Brussels Fire Hall

If building a stand-a-lone base is not the preferred option, Council could direct staff to investigate the possibility of adding an addition on to the current Brussels Fire Hall. The current Fire Hall position would allow for expansion off the east end of the building or potentially off the rear (north) end of the building.

Due to the current set up of the Fire Hall, this expansion would need to include not only an Ambulance bay but Paramedic crew room, medical supply room, decontamination area and washroom facilities.

It is staffs understanding that Huron East would be open to a discussion about the possibility of this option and working with the County.

Building Option #3 Retrofit an Existing Building

Although staff initially completed a screening for available commercial buildings in Brussels that may be suitable for renovation to a base, none were found. Staff could engage a realtor to investigate this option further.

Any building that is found for purchase or lease would likely require a significant renovation and this may not end up being a viable option over the other options listed.

Building Option #4 Remain status quo at Huronlea

Maintaining the Paramedic space inside Huronlea remains a possibility. This option would mean that Huronlea staff are unable to utilize the space required for their use from Emergency Services and Emergency Services would need to remain out of their space in Huronlea until the COVID-19 Pandemic is completely over and the restrictions on visitors and public into the Long-Term Care facilities has been removed.

This option does not address the associated issues listed at the beginning of this report with respect to vehicle idling, delays in chute times, and co-habitation of two high-risk populations for communicable diseases and outbreaks, such as influenza, SARS, COVID-19, etc.

Building Option #5 Seaforth Base (ORH Recommendation)

Although this report does not specifically deal with the recommendation from ORH recommending the closure of the Tuckersmith base and constructing a new base in Seaforth, it does have an overall tie to the Seaforth recommendation.

If County Council decides to proceed with either a one or two bay base in Brussels the Seaforth base could be built on a smaller scale. As such, a report indicating the recommendation regarding the total number of bays to build in Seaforth will not be able to be addressed until formal direction on Brussels has been received. Although not favourable the Brussels post could be relocated to the proposed new Seaforth Paramedic Station, however, as outlined earlier in this report the response times would increase significantly and it is not recommended nor considered further in this report.

Staff Recommendation

Emergency Services Staff recommends that the recommendations from ORH are followed for the best geographical coverage and response time to the citizens of Huron East, Morris-Turnberry, North Huron and Howick by maintaining Paramedic coverage in Brussels and therefore recommends Staffing Option #1 Maintain Brussels.

Staff also recognize the financial requirements to build a new stand-alone base in Brussels and as such would recommend that both Building Option #1 & #2 are investigated. This would involve detailed discussions with Huron East about options including building a stand alone base on the Fire Hall property as well as the possibility of building an addition to the current Fire Hall. The addition could be completed using a cost sharing or lease back option which in turn may be the most feasible financial option for the County.

OTHERS CONSULTED:

Meighan Wark, CAO

Steve Lund, Director of Operations

Rob Taylor, Deputy Chief Operations

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

If a stand alone base is recommended, discussions around minimizing the land cost should be part of the discussion with Huron East. Financing of this option could be done by using County Reserves for the actual build and leasing the building back to the Emergency Services Department through the operational budget to recover the 50/50 funding.

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

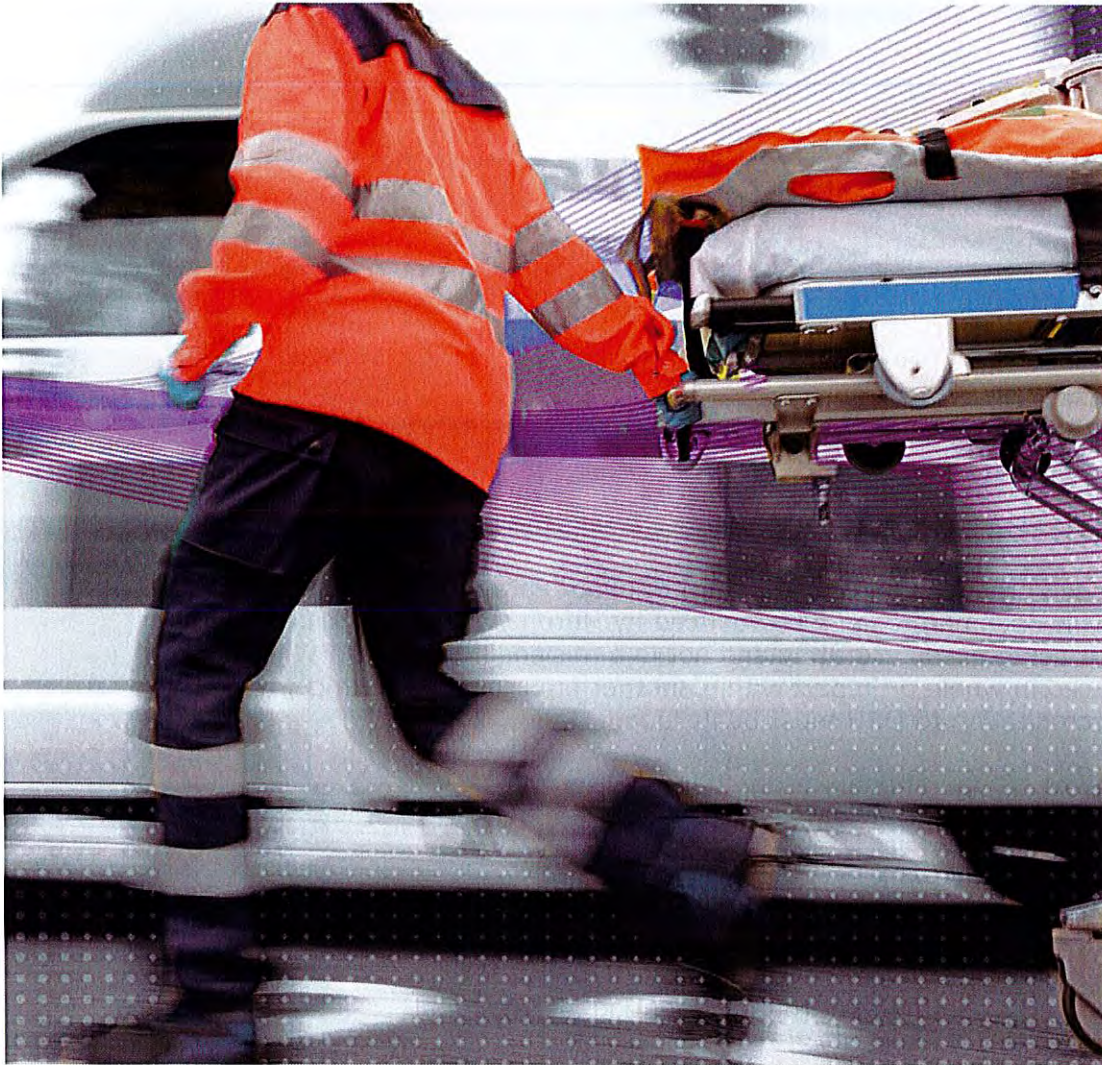
Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

Put team members first, Yes, if....., Have honest conversations

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▢	OHR Final Report	Backup Material	12/11/2020	Huron_County_Report_Final_2.pdf
▢	Remove Brussels Post & Staffing	Backup Material	12/4/2020	Option_Remove_Brussels_Post_Staffing.pdf
▢	Remove Post but Staffing at Wingham	Backup Material	12/4/2020	Remove_Brussels_Post_but_Staffing_at_Wingham.pdf
▢	Remove Post but staffing at Seaforth	Backup Material	12/4/2020	Remove_Brussels_Post_but_Staffing_at_Seaforth.pdf



Emergency Service Planning
Emergency Medical Services

Huron County Paramedic Services

Comprehensive Deployment and Base Review of Paramedic Services

Final Report

ORH/HCPS/1
January 24, 2020



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Accreditations

Other than data provided by Huron County Paramedic Services, this report also contains data from the following sources:

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EXECUTIVE SUMMARY

- i. Operational Research in Health Limited (ORH) has performed a comprehensive deployment and base review of Huron County Paramedic Services (HCPS) for the County of Huron (Huron or the County) in order to develop a plan for the delivery of Paramedic Services. This is the Final Report for the review and encompasses a 10-year time period from 2019 to 2029.
- ii. The review has involved full analysis of HCPS data to understand the current service profile. This was combined with simulating and optimization modelling, as well as consultation, to determine short, medium and long term recommendations for the optimal location of stations and staffing.
- iii. During the three-year sample (June 2016 to May 2019) HCPS responded to an average of 16.2 calls per day, approximately 54% of which were categorized as P4, the highest priority of call. HCPS attends 2.2 calls per day outside of Huron, largely into Bruce County. A further 1.0 calls per day occurred within Huron but received a response from another service. These calls typically occurred in Howick and South Huron LTMs.
- iv. Response performance is measured against CTAS codes (1 to 5). Service-wide targets were met comfortably for each of the five categories, however, four of the nine LTMs did not achieve the target CTAS 1 performance.
- v. A total of 1,092 ambulance hours and 84 RRU hours are planned for deployment per week. Crews spend an average of 53m19s occupied on each P4 call; average utilization on P1 to P4 calls is therefore 11.0%, with variation by station. If P8 calls are taken into account, then average utilization increases to 18.9%.
- vi. ORH estimated demand in two-year intervals between 2019 and 2029 using a population-based method. County-wide population is expected to increase by 2.1% between 2019 and 2029, from 59,660 to 60,900; the population is also anticipated to age, with the proportion of people aged over 60 expected to increase from 32.1% to 37.9%. HCPS patients aged over 80 accounted for 30.9% of demand in 2016 but only 5.9% of the population, clearly indicating the tendency for the senior population to generate higher demand levels.
- vii. Historical demand and population were compared to produce demand rates that were then linearly projected through to 2029. This, combined with the projected population estimates, gave a core demand projection of 53.9% over 10 years, or 4.4% per year.
- viii. A key reason for undertaking detailed analysis of the current service profile is so that this information can be used to populate ORH's simulation model, AmbSim. AmbSim is a discrete event simulation model that replicates the key characteristics of an emergency ambulance service and can be used to predict future behaviour under a variety of different scenarios.

Figure I: Summary of Recommendations

	Additional		Station(s) Opened	Station(s) Closed	Detailed Recommendations
	Weekly Vehicle Hours	Vehicles			
Short Term (2020 to 2023)	84	1			Increase Goderich resources (08:30-20:30) Identify potential land for Seaforth site
Medium Term (2023 to 2026)	84	1	Seaforth	Tuckersmith	Seaforth site (3+ bays) to open Increase Clinton resources (09:00-21:00) Clinton Supervisor vehicle to be parked outside Potentially expand Bayfield or Zurich to alleviate vehicle capacity issues
Long Term (2026 to 2029)	140	2			Increase Exeter resources (10:00-18:00) Exeter Admin vehicle to be relocated to Zurich Increase Wingham resources (12:00-00:00) Deploy Brussels shift from Seaforth, or potentially build Brussels base Relocate ACW RRU to The Bluffs if developments are in line with expectations

- ix. The model was successfully set up and shown to replicate current behaviour well, and therefore could be used with confidence when examining options for change. The model was configured to reflect a 2019 Base Position before being used to test future scenarios.
- x. ORH's location optimization model OGRE was used to assess the configuration of existing station locations. 'Blank canvas' modelling options showed that the optimum distribution of stations is similar to the current configuration. However, it also identified that Tuckersmith would be more optimally located at Seaforth, and that the existing ACW post is never identified as an optimal location.
- xi. If demand increases as projected (by 53.9% over 10 years) but no other changes are made, then P4 8-minute response performance would fall by 4.5 percentage points, from 54.2% to 49.7% (the 2029 Do Nothing scenario).
- xii. The next stage of modelling therefore aimed to find the minimum additional frontline resourcing required in 2029 to offset the projected demand increases, and the negative impacts on response performance, to give a performance profile similar to that achieved in the 2019 Base Position (the 2029 Maintaining Performance scenario). An additional 308 weekly ambulance hours, or 616 weekly staff hours, are required by 2029 to maintain performance levels. This is equivalent to a 26% increase from 2019. It was assumed that a new base at Seaforth would replace Tuckersmith and that the Brussels ambulance would deploy from Seaforth.
- xiii. An additional five ambulance vehicles (including one spare) are required by 2029, and as a result there are capacity issues which will need to be resolved, potentially through the expansion of Bayfield and Zurich. A new station at Brussels should also be considered, in which case the Brussels ambulance would no longer need to deploy from either Seaforth or Wingham.
- xiv. Options for ACW (for example, moving the under-utilized RRU to The Bluffs, the location of a new housing development) and for Bayfield and Zurich (extending the existing 12-hour shifts to two 8-, 10- or 12-hour shifts) were also evaluated.
- xv. The key results of the 2029 modelling have been organized into short, medium and long term recommendations to allow HCPS and the County to make the most efficient phasing of resource and estate changes over the next ten years (see Figure I).
- xvi. A range of sensitivity modelling runs were undertaken to test the robustness of the results. This involved taking some of the core assumptions built into the modelling and testing the impact of variations to these assumptions.

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1 INTRODUCTION

Report Overview

- 1.1 Operational Research in Health Limited (ORH) has performed a comprehensive deployment and base review of Huron County Paramedic Services (HCPS) for the County of Huron (Huron or the County) in order to develop a plan for the delivery of Paramedic Services. The key objectives for the review included:
 - Projecting ambulance call volumes taking into consideration opportunities for alternative response options.
 - Recommending response time performance plans.
 - Recommending the resources required to achieve response time performance plans, including frontline and support services.
 - Recommending a station facility model.
 - Identifying broader considerations for overall service efficiencies.
- 1.2 This is the Final Report for the review and encompasses a 10-year time period from 2019 to 2029.
- 1.3 A quantitative description of HCPS operations embracing demand, performance, resources and resource use, is provided in Section 2. Using historical demand and population data, a demand projection was made to 2029 (Section 3).
- 1.4 A model of Paramedic Services operations was built and validated, and used to create a Base Position (Section 4). The model was then used to assess options for changing the station configuration (Section 5) and for maintaining response performance in 2029 (Section 6).
- 1.5 The resulting recommendations for frontline and support services are set out in Section 7. A glossary of terms is provided in Appendix A.

Background

Huron County Paramedic Services

- 1.6 The County of Huron assumed the responsibility for delivering Paramedic Services as of January 1, 2001. HCPS provides emergency and non-emergency out of hospital paramedic-level care to approximately 60,000 permanent residents and several thousand seasonal residents over a 3,397 square kilometre area in Ontario. Huron County is located in south-western Ontario on the shores of Lake Huron, and is bordered by the County of Lambton, the County of Middlesex, the County of Perth and the County of Bruce.

- 1.7 In 2018 HCPS responded to approximately 7,000 patient contact calls for service, dispatched by the Central Ambulance Communication Centre (CACC) in London which is operated by the Ministry of Health and Long-Term Care (MOHLTC).
- 1.8 The current fleet consists of 14 vehicles, including ambulances and response units but excluding admin vehicles. HCPS provides eight transport ambulances at peak, and five transport ambulances off peak.
- 1.9 HCPS employs nine management, three administrative staff and 88 full-time and part-time Primary Care Paramedics (PCPs). Operations include not only emergency responses, but a complement of administrative activities including recurring medical education for all paramedic staff.
- 1.10 The service operates from within nine response locations; five are currently staffed 24/7 and the remaining four operate 12-hour daily staffing.

ORH

- 1.11 ORH helps emergency services around the world to optimize resource use and respond in the most effective and efficient way.
- 1.12 We have set the benchmark for emergency service planning, with a proven approach combining rigorous scientific analysis with experienced, insightful consultancy. Our expert team uses sophisticated modeling techniques to identify opportunities for improvement and uncover hidden capacity. Simulating future scenarios ensures that solutions are objective, evidence-based and quantified.
- 1.13 ORH has been continuously active in undertaking paramedic services reviews across the world over more than 30 years. The process of applying our modelling and analysis techniques to varied jurisdictions has given ORH unrivalled international Paramedic Services consultancy experience. It has also ensured that our approach is flexible and can encompass the wide range of factors encountered in working with clients and their stakeholders.
- 1.14 ORH's approach to strategic planning is centred on consultancy, extensive data analysis and using a suite of modelling packages developed in-house:
 - **Analysis** of demand, performance and resource use to allow the model of the service area to be populated and validated, and to inform an appraisal of potential options for change.
 - Identifying and **modelling** options that aim to improve the effectiveness, efficiency and equity of service provision.
 - Delivering sustainable solutions in a timely manner through a tried and tested **consultancy** process with suitably qualified personnel.

Figure 2-1: Responded Demand Profile by LTM

Average Daily Demand Responded to by HCPS

Category	ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	Overall
P1	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.1	0.0	0.5	0.9
P2	0.0	0.0	0.1	0.0		0.0	0.0	0.0	0.0	0.0	0.2
P3	0.2	0.5	1.1	0.7	0.1	0.7	0.2	0.7	1.2	0.7	6.2
P4	0.5	0.9	1.2	1.4	0.2	1.1	0.4	0.7	1.5	0.9	8.8
Overall	0.7	1.4	2.7	2.2	0.3	1.8	0.7	1.5	2.8	2.2	16.2
%	4.5%	8.6%	16.5%	13.5%	1.6%	11.1%	4.1%	9.5%	17.4%	13.4%	100.0%

Average Daily Demand Responded to by HCPS or Responded to within Huron^[1]

Category	ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	Overall
P1	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.1	0.1	0.5	1.0
P2	0.0	0.0	0.1	0.0		0.0	0.0	0.0	0.0	0.0	0.2
P3	0.2	0.5	1.2	0.7	0.1	0.7	0.2	0.7	1.3	0.7	6.4
P4	0.5	1.1	1.2	1.4	0.3	1.2	0.4	0.7	1.9	0.9	9.6
Overall	0.7	1.5	2.7	2.2	0.4	1.9	0.7	1.5	3.3	2.2	17.2
%	4.3%	9.0%	15.6%	12.7%	2.4%	10.9%	3.9%	9.0%	19.5%	12.6%	100.0%

Difference

Category	ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	Overall
P1			0.0				0.0	0.0	0.0		0.0
P2			0.0			0.0					0.0
P3	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.1		0.2
P4	0.0	0.1	0.0	0.0	0.2	0.1	0.0	0.0	0.4		0.8
Overall	0.0	0.1	0.0	0.0	0.2	0.1	0.0	0.0	0.5		1.0

^[1] - Includes demand within Huron County not met by HCPS. The difference table therefore indicates calls responded to by another service within Huron.

2 CURRENT SERVICE PROFILE

During the three-year sample (June 2016 to May 2019) HCPS responded to an average of 16.2 calls per day, approximately 54% of which were categorized as P4, the highest priority of call.

By LTM, the highest proportion of calls occur in South Huron (2.8 per day or 17.4%) and the lowest in Howick (0.3 per day or 1.6%). HCPS attends 2.2 calls per day outside of Huron, largely into Bruce County. A further 1.0 calls per day occurred within Huron but received a response from another service. These calls typically occurred in Howick and South Huron LTMs.

Demand increased by 10.8% during the three-year sample period, from 15.3 to 17.0 calls per day.

Response performance is measured against CTAS codes (1 to 5). Service-wide targets were met comfortably for each of the five categories, however, four of the nine LTMs did not achieve the target CTAS 1 performance.

A total of 1,092 ambulance hours and 84 RRU hours are planned for deployment per week, all of which are on-duty. There is no variation in shift pattern by weekday and all shifts are 12 hours in length.

Crews spend an average of 53m19s occupied on each P4 call, from the time they are notified to the time they post clear. Average utilization on P1 to P4 calls is therefore 11.0%, but this varies from 14.4% at Wingham to 1.4% at the ACW post. Crews may be directed by CACC to standby at another station in order to temporarily improve coverage (P8 calls); if this work is taken into account then average utilization increases to 18.9%, with particularly significant increases for Bayfield and Zurich.

Demand

- 2.1 Data from June 1, 2016 to May 31, 2019 was collected in order to examine and analyze trends in demand and performance. During the sample period HCPS responded to an average of 16.2 calls per day excluding standby moves (see top table in Figure 2-1).
- 2.2 Priority 4 (P4) calls, which are the highest priority, accounted for 8.8 per day, or 54% of all calls. The largest proportion of demand is in South Huron at 2.8 per day (17.3%), followed by Central Huron at 2.7 (16.4%). The lowest demand level is in Howick at 0.3 calls per day (1.6%). In addition to incidents within the County, HCPS responds to 2.2 calls per day outside of Huron.

- 2.3 A further 1.0 calls per day occurred within Huron County but received a response from another service (see middle and bottom tables in Figure **2-1**). The majority of these (0.5 per day) occurred in South Huron, with a further 0.2 per day in Howick and 0.2 in Bluewater (see more detail in Appendix **B1**).
- 2.4 Demand increased by 10.8% during the three-year sample period, from 15.3 to 17.0 calls per day, a 5.3% change per annum. A summary of demand by month is given in Appendix **B2**.
- 2.5 The profile of demand by hour shows typical behaviour for an ambulance service based on ORH's experience (see Appendix **B3**). Demand is lowest between the hours of 03:00 and 05:00, before rising sharply between 06:00 and 09:00. The profile then stays reasonably constant, with some hourly fluctuations until 14:00, before gradually falling off in the evening.
- 2.6 There is a difference in the demand profile between weekdays and the weekend. Weekend demand is higher in the early hours of the morning and in the evening, with more weekday demand during the middle of the day.
- 2.7 HCPS records both the priority and the Canadian Triage and Acuity Scale (CTAS) of each call. Priority codes are used in the Central Ambulance Communications Centre (CACC) for dispatching calls and are assigned soon after the initial call is received. CTAS codes are not known at the time of dispatch and are assigned on patient contact (at scene) and subsequently updated when leaving scene if appropriate.
- 2.8 The majority of the CTAS 1 calls, which is the highest acuity, are considered P4 (97%), as well as 91% of CTAS 2 and 66% of CTAS 3 calls (see Appendix **B4**). ORH found that 6.0 calls per day (37%) were missing CTAS codes, largely for inter-facility transfer (transfer) type incidents.
- 2.9 Demand was generally serviced by the closest station (see Appendix **B5**). A notable exception is in Brussels where a majority of demand is met by Wingham resources. Near to the hospitals there is a mix of station responses as the vehicles coming free at hospital are assigned to new incidents.
- 2.10 There is a large cluster of demand on the border of Bruce County and ACW LTM. This demand occurs in Lucknow which, while within Bruce County, is responded to by HCPS. The majority of this demand is met by the Wingham ambulance alongside the ACW RRU.
- 2.11 A total of 14.4 HCPS incidents per day are transported to hospital (see Appendix **B6a**); 10.4 of these are to hospitals within Huron and 4.0 to hospitals outside of Huron. Non-transfer patients are mostly taken to their closest hospital even if the incident occurred outside of Huron County but the closest hospital was within Huron (see Appendix **B6**), although there are some bypass agreements in place.

Figure 2-2: Response Performance by LTM (measured from Time Notified)

Response Performance

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	15%	25%	64%	81%	0%	50%	20%	70%	58%	29%	51%
CTAS2	17	65%	85%	92%	94%	98%	73%	84%	89%	96%	99%	67%	90%
CTAS3	17	50%	81%	85%	93%	99%	58%	78%	88%	92%	97%	61%	87%
CTAS4	30	65%	100%	100%	100%	100%	96%	100%	100%	99%	100%	96%	99%
CTAS5	30	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	96%	100%
P4	8	-	29%	35%	67%	90%	1%	37%	55%	68%	70%	17%	55%
	12	-	58%	65%	85%	96%	12%	66%	73%	83%	91%	34%	75%
	17	-	85%	89%	96%	99%	73%	81%	91%	95%	98%	74%	91%
	30	-	99%	100%	100%	100%	99%	99%	100%	100%	100%	100%	100%
P3	8	-	25%	28%	62%	71%	0%	22%	52%	54%	54%	29%	47%
	12	-	56%	58%	76%	94%	1%	64%	65%	76%	80%	52%	71%
	17	-	78%	79%	84%	96%	39%	78%	82%	85%	90%	68%	83%
	30	-	99%	100%	98%	100%	98%	99%	98%	97%	98%	97%	98%

Annual Incidents Outside Target Minute

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	11	9	8	4	1	11	4	3	13	12	76
CTAS2	17	65%	19	21	14	6	14	45	14	7	5	61	206
CTAS3	17	50%	70	122	48	16	64	200	37	36	27	239	859
CTAS4	30	65%	0	0	0	0	1	0	0	1	0	5	7
CTAS5	30	50%	0	0	0	0	0	0	0	0	0	1	1
P4	8	-	373	669	440	157	180	738	205	242	498	776	4278
	12	-	221	357	196	56	160	395	122	128	157	616	2408
	17	-	77	109	58	17	49	225	41	41	30	240	887
	30	-	4	1	1	0	1	6	2	3	1	3	22
P3	8	-	176	358	476	239	93	597	108	370	616	573	3606
	12	-	103	208	299	49	92	272	80	191	266	387	1947
	17	-	51	107	199	30	57	164	41	121	139	262	1171
	30	-	2	2	23	1	2	8	5	25	26	25	119

Response Performance

- 2.12 HCPS is required to report service-wide response times by CTAS from 'time notified' (the time the crew is assigned to the call) to 'time arrived on scene'. This excludes the call handling time, which involves answering the call and assigning an appropriate vehicle to respond (handled by the west desk of the London CACC, a separate entity).
- 2.13 The MOHLTC mandate that the number of CTAS 1 calls responded to in 8 minutes are reported, but a percentage target is not universally set. There are no set minute or percentage targets for the other CTAS codes and no requirement for reporting by priority.
- 2.14 HCPS aims to achieve the following standards, with the percentage achievement being reported to the MOHLTC:
- 40% of CTAS 1 calls within 8 minutes.
 - 65% of CTAS 2 calls within 17 minutes.
 - 50% of CTAS 3 calls within 17 minutes.
 - 65% of CTAS 4 calls within 30 minutes.
 - 50% of CTAS 5 calls within 30 minutes.
- 2.15 A summary of HCPS performance for both CTAS and priority is provided in Figure 2-2. The top table shows the percentage of incidents receiving a response within the corresponding target, and the bottom table shows the number of annual incidents receiving a response outside the target.
- 2.16 Performance was measured against targets of 8, 12, 17 or 30 minutes. While a 30-minute target currently forms part of the HCPS report to the MOHLTC, modelling in later sections of the report is reported against 8-, 12- and 17-minute targets for P4 calls¹.
- 2.17 The following points can be noted:
- Service-wide 8-minute response performance is 55% for P4 calls and 51% for CTAS 1 calls.
 - The pattern of response performance by LTM is very similar for P3 and P4 calls.
 - All CTAS targets were comfortably met service-wide, however, response performance varies by LTM particularly at the 8-minute target.

¹ The 30-minute target for P4 calls was deemed not informative as almost all incidents were met within this timeframe.

Figure 2-3: Call Components - Transfer vs Non-Transfer

Average Call Component Time (mm:ss)

Call Component	P3		P4	
	Transfer	Non-Transfer	Transfer	Non-Transfer
CA-T1	08:51	01:46	04:16	01:12
T1-VA	08:52	01:28	02:45	00:49
CA-VA	14:30	03:15	03:37	02:01
VA-VM	01:40	01:16	01:17	01:10
TTS	06:47	09:29	04:28	08:06
TAS	14:10	17:38	17:23	17:46
TTH	47:24	09:06	43:53	09:06
TAH	26:44	14:53	27:48	15:41
OCC	93:44	46:32	93:44	47:11

Call Component Definitions

Call Component	Description
CA-T1	Call Process Time (Call Answered to Available for Dispatch)
T1-VA	Assign Time (Available for Dispatch to Vehicle Assigned)
CA-VA	<i>Activation Time (Call Answered to Vehicle Assigned)</i>
VA-VM	Vehicle Mobilization (Vehicle Assigned to Vehicle Mobile)
TTS	Time to Scene (Vehicle Mobile to Arrived at Scene)
TAS	Time at Scene (Arrived at Scene to Left Scene/Clear)
TTH	Time to Hospital (Left Scene to Arrived at Hospital)
TAH	Time at Hospital (Arrived at Hospital to Clear)
OCC	Occupied Time (Time Mobile to Time Clear)

- The 40% CTAS 1 target is not met in four LTMs: ACW, Bluewater, Morris-Turnberry and Howick.
 - The CTAS 2 to 5 targets are met in all LTMs, with only Howick and North Huron having less than 100% of responses to CTAS 4 calls arriving in 30 minutes.
 - Howick is the only LTM not to have a station/post situated within its boundary and has the worst performance at all reporting targets. A significant proportion (40%) of demand in Howick is responded to by other services, which is not recorded in Figure **2-2**.
- 2.18 A similar set of tables measuring performance from 'time call answered' to 'time arrived on scene' is given in Appendix **B7a**. When measured from this earlier timestamp, service-wide 8-minute performance is 36% for P4 calls and 40% for CTAS 1 calls.
- 2.19 Performance has also been measured (from 'time notified') for all incidents in Huron, regardless of which service responded (see Appendix **B7b**). Incidents responded to by a non-HCPS service have been completely excluded from all other performance figures (from both the numerator and the denominator of the calculation). Performance generally worsens slightly when including the non-HCPS responded incidents, although Howick CTAS 3 performance improves.
- 2.20 The service-wide P4 mean response time is 08m58s (measured from 'time notified' for HCPS-responded incidents), however this varies across the County (see Appendix **B8**).

Call Components

- 2.21 Appendix **B9a** contains a diagram of key time components as measured by ORH (in grey) and the provided times to calculate these components (in purple). A summary of these call components for P4 calls is provided in Appendix **B9b**, measured by period of the day.
- 2.22 Crews spent an average occupied time of 53m19s per P4 call, from the time they were notified of the call to either posting clear or being assigned a new call. The evening period between 18:00 and 00:00 had the longest occupied times, mainly due to an increased travel time to hospital. Calls in the morning (06:00 to 12:00) took up the least time on average (51m16s).
- 2.23 While activation time (from the time the call was answered to notifying the crew) is not directly in the hands of HCPS, it is important to consider as it forms part of the patient experience. On average, P4 calls took 01m36s from call answer to being available to a CACC vehicle dispatcher, and a further 01m04s to notify the HCPS crew of the call. This results in an overall average activation time (CA-VA) of 02m13s.

Figure 2-4: Mobilization Time by Station**Average Mobilization Time by Category**

Responding Station	Category						Total
	P1	P2	P3NonT	P3T	P4NonT	P4T	
ACW	00:04	00:00	01:18	00:00	01:13	00:00	01:15
Bayfield	02:23	00:58	00:52	01:23	00:50	00:46	00:58
Brussels	01:06	03:09	01:32	02:13	01:23	01:16	01:35
Clinton	00:38	01:34	01:10	01:25	01:00	01:05	01:05
Exeter	00:51	03:47	01:35	01:58	01:27	01:42	01:35
Goderich	05:42	01:36	01:06	01:24	01:02	01:10	01:08
Tuckersmith	00:41	02:58	01:27	01:51	01:16	01:23	01:25
Wingham	05:12	01:10	01:10	01:29	01:06	01:05	01:09
Zurich	06:27	02:25	01:13	01:42	01:06	00:48	01:11
Total	00:55	02:02	01:16	01:40	01:09	01:16	01:15

Average Mobilization time by Location

Responding Station	At Base	Roaming	Total
ACW	01:28	00:33	01:15
Bayfield	01:28	00:21	00:58
Brussels	02:09	01:04	01:35
Clinton	01:14	01:03	01:05
Exeter	01:43	01:33	01:35
Goderich	01:15	00:31	01:08
Tuckersmith	01:45	00:31	01:25
Wingham	01:18	00:37	01:09
Zurich	01:29	00:58	01:11
Total	01:26	01:02	01:15

- 2.24 Time spent at scene was the largest contributor to the P4 call job cycle time at 17m43s minutes, followed closely by time spent at hospital (17m29s), with the latter not being entirely within the control of HCPS.
- 2.25 Activation time, travel time to hospital and time at hospital are much longer for transfer calls compared to non-transfer calls (see Figure **2-3**), although travel time to scene is shorter for transfer calls.
- 2.26 Average vehicle mobilization time (from 'time notified' to 'time enroute') varies by station (see Figure **2-4**). For P1 to P4 responses the average mobilization time is 01m15s. There are three stations/posts that are longer than this: Brussels (01m35s), Exeter (01m35s) and Tuckersmith (01m25s).
- 2.27 The crew stationed at the Brussels post are located around 200m away from the vehicle, therefore mobilization time is much longer than that of a station where the vehicle is located in the same building as the crew quarters.
- 2.28 Tuckersmith and Exeter both have poor radio reception (which HCPS crews rely on to notify the CACC of mobilization as well as other timestamps), so the time reported to be 'time enroute' may be later than the actual time the crew mobilized. The second table in Figure **2-4** shows that 'roaming' mobilization times for these stations are much more consistent with other stations compared to the 'at base' mobilizations.
- 2.29 Of the hospitals that HCPS transports patients to, those within Huron have lower average time spent at hospital than those outside Huron (see Appendix **B10a**)². South Huron Hospital experiences the longest average time spent at hospital of all Huron hospitals.
- 2.30 Separating time spent at hospital into patient arrival to handover time (Appendix **B10b**) and handover to clear time (Appendix **B10c**) shows different patterns. Arrival to handover time has the same pattern as overall time spent at hospital, with Out of Area hospitals having longer times. Handover to clear time shows the opposite behaviour, with Out of Area hospitals having a lower handover to clear time than those within Huron.

Resources

- 2.31 HCPS deploys double-staffed ambulances to seven stations. In addition, there is a double-staffed ambulance posted to Brussels from Wingham and a single-staffed RRU that is posted to ACW from Goderich. A supervisor is based out of Clinton and has access to an RRU with a staff supervision role.

² This calculation and the calculations referenced in paragraph 2.30 only include time spent at hospital experienced by HCPS transported patients.

Figure 2-5: Planned Weekly Vehicle Hours

Station	Vehicle Type		Total
	Ambulance	RRU	
Bayfield	84	0	84
Clinton	168	0	168
Exeter	168	0	168
Goderich	168	84	252
Tuckersmith	168	0	168
Wingham	252	0	252
Zurich	84	0	84
Total	1,092	84	1,176

Note:

84 ambulance hours are posted out to Brussels from Wingham

84 RRU hours are posted out to ACW from Goderich

Figure 2-6: Utilization by Station

Station	Average Weekly Deployed Hours	P1 to P4		P1 to P4 & P8	
		Avg Weekly Occupied Hours	Utilization	Avg Weekly Occupied Hours	Utilization
Bayfield	84	8.4	10.0%	25.8	30.7%
Clinton	168	16.7	9.9%	33.2	19.7%
Exeter	168	20.2	12.0%	21.3	12.7%
Goderich	168	20.1	11.9%	23.8	14.1%
Tuckersmith	168	14.7	8.7%	24.7	14.7%
Wingham	168	24.2	14.4%	30.8	18.3%
Zurich	84	7.5	8.9%	23.9	28.4%
Brussels	84	5.9	7.0%	14.0	16.7%
ACW	84	1.2	1.4%	4.1	4.9%
Overall	1,176	118.8	11.0%	201.4	18.9%

- 2.32 HCPS currently employs 54 full-time (FT) staff, nine regular³ part-time (PT) staff and approximately 30 PT staff whose hours are allocated based on seniority and availability. All frontline staff are either Primary Care Paramedics (PCP) or PCP-IVs (intravenous line trained).
- 2.33 Per week there is a planned total of 1,092 ambulance hours and 84 RRU hours, all of which are on-duty (see Figure **2-5**). There is no variation in shift pattern by weekday and all shifts are 12 hours in length.
- 2.34 A comparison of deployed vehicle hours (purple bars) and demand by hour of day (red and blue lines) is given in Appendix **B11**. The hourly profile of resources is aligned fairly well with the hourly profile of demand, although the initial peaks are slightly misaligned. The majority of shifts start at 07:00 and 19:00.

Resource Use

- 2.35 In evaluating the current use of resources, it is of interest to measure how well frontline resources are utilized. Utilization here is defined as the proportion of a vehicle's planned shift time that is spent responding and dealing with patient care (measured from 'time notified' to posting clear). This therefore excludes time spent on rest break, returning to base and other duties such as completing paperwork.
- 2.36 Average utilization for P1 to P4 calls was 11.0% (see Figure **2-6**). The highest utilized crew was Wingham at 14.4% (this excludes the ambulance posted to Brussels), and the lowest was the ACW RRU with a utilization of 1.4%.
- 2.37 Including standby moves (P8 calls) increases overall utilization by 7.9 percentage points, from 11.0% to 18.9%. The biggest increases in utilization are at Bayfield and Zurich. Including standby moves the highest utilized crew is Bayfield at 30.8% (up from 10.0%), and the lowest utilized station is still ACW, now at 4.9%.
- 2.38 Vehicles are assigned to standby in order to temporarily improve coverage in areas with busy resources. Clinton is often involved in standby moves due to its location right in the centre of Huron County (see Appendix **B12**).
- 2.39 Wingham often draws resources in from Brussels and Clinton, Goderich from ACW, Bayfield and Clinton, and Exeter from Tuckersmith and Zurich. Additionally, 1.52 standby moves a week are assigned from Goderich to the Goderich base; these are vehicles from other stations coming free at Alexandra and Marine General Hospital and being posted to Goderich station less than 100m away.

³ Typically guaranteed FT-level hours.

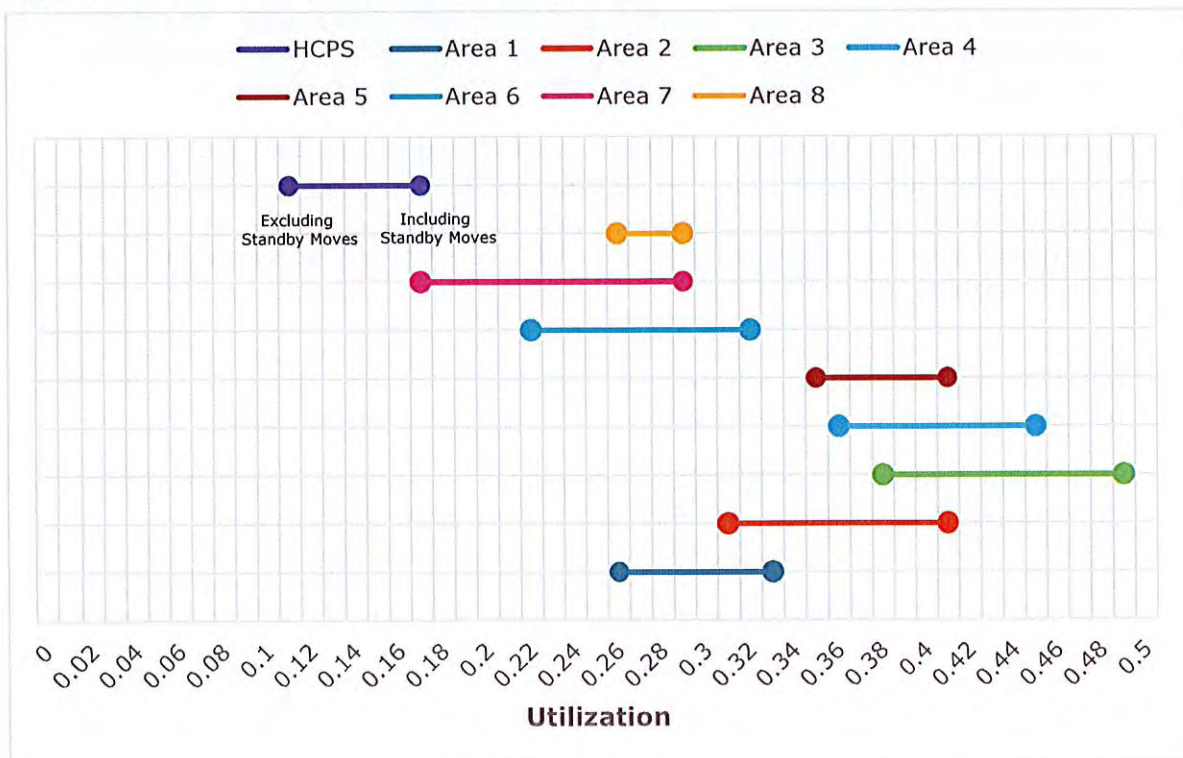
Figure 2-7: Benchmarking Summary

Benchmark	HCPS Value	Rank	Minimum	Maximum
P4 Control Assign Time	01:05	5 of 9	00:41	01:45
P4 Mobilization Time	01:11	1 of 9	00:20	01:11
P4 Time to Scene	07:50	3 of 9	05:43	08:54
Time at Scene	27:17	2 of 9	16:42	39:55
Time to Hospital	20:02	2 of 9	11:20	24:25
Time at Hospital	18:20	9 of 9	18:20	55:17
P4 Conveyance Rate	89%	1 of 9	79%	89%
P4 Multiple Attendance Ratio	1.09	6 of 9	1.04	1.24
Occupied Time	63:20	7 of 9	58:34	84:45

Note:

All benchmarks are ranked from maximum to minimum value, so the minimum value will gain the lowest (9) rank. Times are given in mm:ss format.

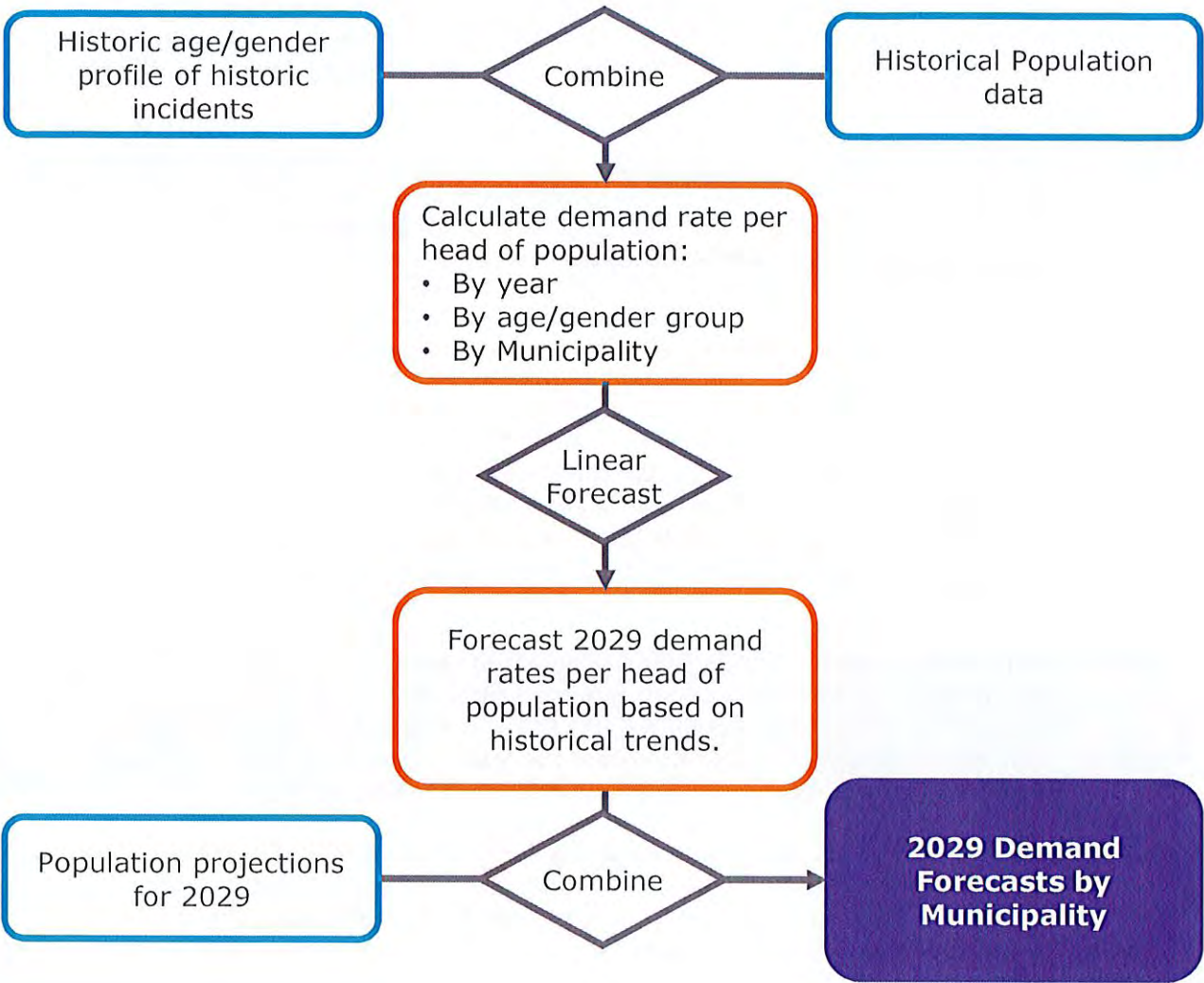
Figure 2-8: Utilization Benchmarking



Benchmarking

- 2.40 ORH has compiled an anonymized database of key operational parameters across recent Ontario paramedic service clients. The results of benchmarking can help to identify potential efficiencies for HCPS to target over the next ten years.
- 2.41 Compared to benchmarked services, HCPS performs middling on average but with some upper or lower rankings (see Figure **2-7**). For example, HCPS had the shortest time spent at hospital but the longest mobilization times and second longest travel time to hospital.
- 2.42 As discussed earlier, there are several reasons why HCPS has long mobilization times (data issues, station by station variance and lack of radio coverage) which could offer some explanation as to why they are the longest in this benchmarking sample.
- 2.43 Travel time to hospital is long compared to most other ambulance services benchmarked. There are no secondary or tertiary hospitals in Huron, the closest being in Stratford and London respectively. Therefore, transfers requiring these kinds of facilities must be taken out of County and so have long travel times.
- 2.44 While on the shorter side of the benchmarked services, time spent at hospital for Huron crews still accounts for almost a third of the total occupied time. The shorter times are likely attributed also to the lack of secondary and tertiary hospitals in the County, and therefore the lower volumes of patients visiting hospitals in Huron compared to a secondary or tertiary hospital.
- 2.45 HCPS is the lowest utilized of any of the benchmarked services, both excluding and including standby moves (see Figure **2-8**). However, appropriate utilization varies from service to service depending particularly on the geography and population of each service area.

Figure 3-1: Population-based Projection Method



3 DEMAND PROJECTIONS

In order to understand the vehicle requirements in 2029, ORH estimated demand in two-year intervals between 2019 and 2029. The underlying hypothesis of the projection method is that demand is strongly related to the population age profile, which often varies by area.

County-wide population is expected to increase by 2.1% between 2019 and 2029, from 59,660 to 60,900; this is equivalent to a 0.2% increase per year. The population is also anticipated to age, with the proportion of people aged over 60 expected to increase from 32.1% to 37.9%.

Patients aged over 60 accounted for 65% of Huron demand in 2016, but only 30.9% of the population. In particular, patients aged over 80 accounted for 30.9% of demand in 2016 but only 5.9% of the population, clearly indicating the increasing tendency for the senior population to generate demand for HCPS.

Historical demand and population were compared to produce demand rates that were then linearly projected through to 2029. This, combined with the projected population estimates, gave a core demand projection of 53.9% over 10 years, or 4.4% per year.

It was agreed that a lower estimate of 3.3% per year and an upper estimate of 5.0% per year would be tested through sensitivity modelling. ORH was also provided with information on expected future housing developments, which may impact the level and geographical spread of demand by 2029. This has been tested in the model to ensure that proposed solutions are robust given changing demand patterns (see Section 6).

Methodology Overview

- 3.1 ORH estimated demand in two-year intervals from 2019 to 2029 in order to inform the demand levels for the ten-year plan.
- 3.2 The approach used in this review is based on the methodology presented in the La Trobe report '*Factors in Ambulance Demand: Options for Funding and Forecasting*' (Livingstone 2007).
- 3.3 Several forecasting models were investigated as part of the La Trobe study. Their 'Method 4', which uses age and gender distribution trends to forecast future growth, was considered by the authors to produce the best results. The underlying hypothesis is that demand is strongly related to the population age profile. There is an underlying trend for increased demand in all age groups due to unquantifiable factors such as the overall level of health provision, public expectation, etc, which, it is assumed, will continue into the foreseeable future.

Figure 3-2: Population Totals (Huron County Official Plan)

LTM	2019	2021	2023	2025	2027	2029
ACW	5,455	5,477	5,509	5,532	5,550	5,569
Bluewater	7,181	7,209	7,241	7,264	7,305	7,329
Central Huron	7,622	7,653	7,685	7,708	7,755	7,780
Goderich	7,675	7,706	7,738	7,761	7,809	7,834
Howick	3,896	3,912	3,944	3,967	3,965	3,978
Huron East	9,194	9,231	9,263	9,286	9,354	9,385
Morris-Turnberry	3,518	3,532	3,564	3,587	3,579	3,590
North Huron	4,962	4,982	5,014	5,037	5,048	5,065
South Huron	10,158	10,199	10,231	10,254	10,335	10,369
Huron County	59,660	59,901	60,191	60,393	60,700	60,900

	2019 to 2029
Total Increase %	2.1%
Increase per Year %	0.2%

Figure 3-3: 2016 Population Age Profile (Census)

LTM	0 to 20	20 to 40	40 to 60	60 to 80	80+
ACW	23.1%	20.2%	24.5%	27.6%	4.5%
Bluewater	21.5%	21.6%	30.6%	30.0%	6.6%
Central Huron	22.0%	20.2%	26.1%	26.9%	4.8%
Goderich	19.3%	19.3%	25.6%	27.8%	8.1%
Howick	32.7%	22.6%	24.0%	17.4%	3.4%
Huron East	24.7%	22.6%	26.6%	21.3%	4.8%
Morris-Turnberry	28.4%	21.5%	24.5%	19.6%	6.0%
North Huron	24.7%	21.6%	25.5%	22.9%	5.3%
South Huron	20.3%	19.9%	26.0%	26.2%	7.6%
Huron County	23.1%	20.9%	26.2%	25.0%	5.9%

Figure 3-4: Population Age Profile Changes (Ministry of Finance)

Year	0 to 20	20 to 40	40 to 60	60 to 80	80+
2019	22.7%	21.0%	24.2%	25.8%	6.3%
2029	22.7%	19.4%	20.0%	28.3%	9.6%

- 3.4 As well as a slight overall population increase, the population across the County is expected to age by 2029. This in itself is expected to lead to an increase in demand, an effect which is well known from observations of Paramedic Services demand around the world.
- 3.5 An overview of the approach taken is provided in Figure **3-1**. This method relies on the availability of accurate historical and future population and demand data.

Population and Demand Profiles

- 3.6 To calculate demand projections according to the method described in Figure **3-1**, historical population estimates and future population projections are required by age, LTM and year.
- 3.7 The Huron County Official Plan⁴ provides population figures by LTM for 2016, 2021, 2026 and 2031. The population for two-year intervals between 2019 and 2029 was interpolated from these figures (see Figure **3-2**). County-wide population is expected to increase by 2.1% between 2019 and 2029, from 59,660 to 60,900; this is equivalent to a 0.2% increase per year.
- 3.8 A County-wide age profile is available in the Huron County Official Plan for the same years, indicating that the population is expected to age, but this is not available at LTM level. LTM age profiles were therefore initially sourced from the Statistics Canada 2016 Census publications⁵ (see Figure **3-3**). The variance in age profiles between LTMs is not particularly significant, however Howick and Morris-Turnberry have a higher proportion of people aged 0 to 20 and a lower proportion of people aged 60 to 80 than most other LTMs.
- 3.9 The Census data age profile is only given for a fixed point in time, so information on the expected future age profiles was sourced from Ministry of Finance projections⁶ (see Figure **3-4**). The County-wide proportion of people aged over 60 is expected to increase from 32.1% to 37.9% between 2019 and 2029. It was assumed that the age profile in each LTM would change in line with the County-wide profile changes.
- 3.10 The three data sources were combined to give the required population figures by age, LTM and year. In addition to population data, the projection methodology also requires historical HCPS demand levels by age, LTM and year.

⁴ Table 2 from August 22, 2019 version (5 Year Review Proposed Changes)

⁵ Catalogue number: 98-400-X2016003, release date: May 3, 2017

⁶ <https://www.fin.gov.on.ca/en/economy/demographics/projections/table13.html>

Figure 3-5: Average Daily HCPS Demand

LTM	2014/15	2015/16	2016/17	2017/18	2018/19
ACW	0.5	0.6	0.7	0.8	0.8
Bluewater	1.4	1.2	1.3	1.4	1.5
Central Huron	1.3	1.4	2.7	2.7	2.6
Goderich	3.0	2.9	1.9	2.1	2.5
Howick	0.2	0.2	0.2	0.2	0.3
Huron East	1.8	1.8	1.9	1.7	1.8
Morris-Turnberry	0.6	0.5	0.7	0.6	0.7
North Huron	1.4	1.4	1.4	1.5	1.7
South Huron	2.5	2.7	2.8	2.7	2.8
Out of Area	1.4	1.5	1.7	2.4	2.4
Service-wide	14.1	14.4	15.3	16.2	17.0

	2014/15 to 2018/19
Total Increase %	20.4%
Increase per Year %	4.8%

Figure 3-6: 2016 Demand Age Profile

LTM	0 to 20	20 to 40	40 to 60	60 to 80	80+
ACW	8.6%	11.3%	15.7%	33.7%	30.7%
Bluewater	6.3%	10.7%	16.4%	34.0%	32.6%
Central Huron	10.8%	12.3%	14.1%	32.9%	29.9%
Goderich	7.7%	9.2%	14.7%	35.2%	33.3%
Howick	8.6%	11.3%	15.7%	33.7%	30.7%
Huron East	9.7%	9.5%	12.2%	38.9%	29.7%
Morris-Turnberry	8.6%	11.3%	15.7%	33.7%	30.7%
North Huron	9.0%	12.2%	16.3%	31.9%	30.5%
South Huron	8.3%	11.8%	19.1%	31.1%	29.7%
Huron County	8.6%	10.8%	15.5%	34.1%	30.9%

- 3.11 Patient age is not captured in the ADRS dataset on which the analysis in Section 2 was based. A separate sample of data was provided by HCPS with counts of incidents by age group, geographical area and year. In some LTMs the overall counts of patients from this dataset were not aligned with the ADRS dataset (for example, 544 incidents in Morris-Turnberry in 2018 according to the ADRS dataset but only 14 identified in the second dataset). It was assumed that this was due to some incidents being incorrectly attributed between the LTMs but that the age information of patients was still correct.
- 3.12 It was therefore agreed that the volume of incidents by LTM and year would be taken from the original ADRS dataset (see Figure 3-5), and ages would be assigned to these incidents according to the proportional age profile from the second dataset (see Figure 3-6 for the 2016 profile). If the number of incidents in the second dataset was too small to calculate a meaningful profile (for example in Morris-Turnberry), then the County-wide age profile was used instead. Any error introduced should only be small as there is not much variation in the age profile across the County.
- 3.13 Patients aged over 60 accounted for 65% of Huron County demand in 2016, but only 30.9% of the population. In particular, patients aged over 80 accounted for 30.9% of demand in 2016 but only 5.9% of the population, clearly indicating the increasing tendency for the senior population to generate higher demand levels for HCPS.

Demand Projection Results

Core Projection

- 3.14 Historical incident and population figures were compared to calculate historical demand rates (incidents per head of population) for each age, LTM and year combination for each of the historical years. The demand rates were then projected to 2029, using a linear trend within each combination (see Figure 3-7).
- 3.15 Typically, the projected demand rates within each combination increase, but there were some occasions where the demand rate was seen to decrease. In these cases, the conservative assumption was made that demand rates would not fall, and the 2029 demand rates were set at the average historical level.
- 3.16 Conversely, some demand rates were projected to increase at an unusually high rate. This typically occurs because there is not enough data within an age, LTM and year group combination to form a meaningful trend. In these cases, increasing rates were capped at a sensible median rate.

Figure 3-7: Demand Rates Summary

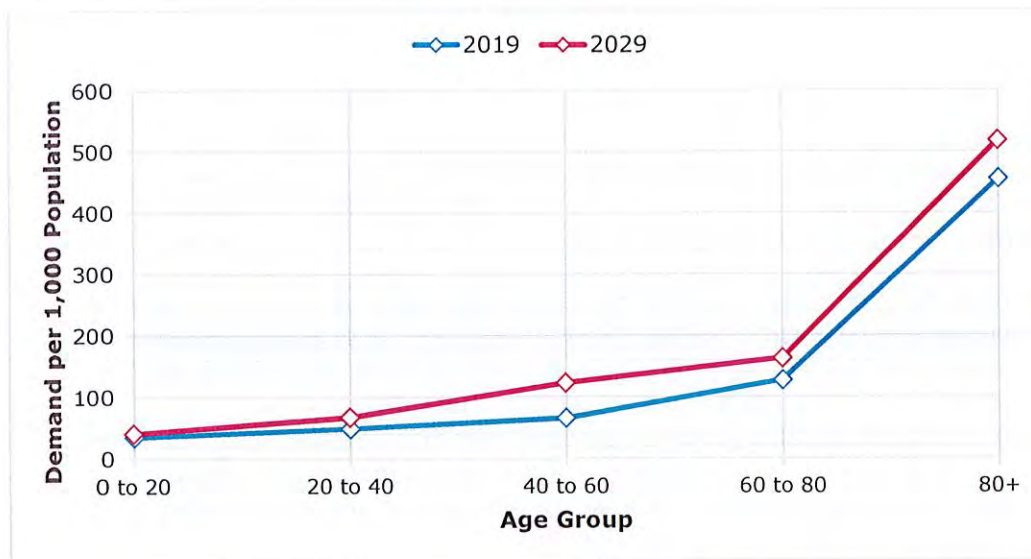


Figure 3-8: Demand Projection Results (% Increase from 2019)

LTM	2019	2021	2023	2025	2027	2029
ACW	-	7.1%	14.3%	30.0%	47.5%	64.4%
Bluewater	-	9.4%	28.9%	37.8%	47.7%	57.0%
Central Huron	-	11.0%	23.1%	35.4%	48.6%	60.7%
Goderich	-	4.5%	14.1%	24.8%	38.0%	50.8%
Howick	-	6.8%	13.6%	27.9%	51.2%	74.6%
Huron East	-	7.5%	15.0%	31.1%	47.8%	64.0%
Morris-Turnberry	-	3.3%	12.1%	21.3%	31.0%	40.0%
North Huron	-	7.9%	23.8%	40.6%	59.0%	76.8%
South Huron	-	3.2%	9.5%	18.5%	27.6%	36.1%
Huron County	-	6.2%	15.9%	28.0%	41.2%	53.9%

	2019 to 2029
Total Increase %	53.9%
Increase per Year %	4.4%

Trend Method	Increase per Year
Population-based:	
Lower estimate	3.3%
Mid estimate	4.4%
Upper estimate	5.0%
Historic Average	4.8%
Holt-Winters	3.3%

- 3.17 To calculate the projected demand levels, the demand rates were combined with the projected population (see Figure **3-8**). Between 2019 and 2029, demand across the region is predicted to increase by 53.9%, or 4.4% per year. There is some variation by LTM, and it is assumed that Out of Area incidents will increase in line with the overall rate. The average number of incidents generated in 2029, including Out of Area incidents, is therefore approximately 27 per day (compared with approximately 17 per day in 2019).

Alternative Projections

- 3.18 Variations to the upper demand rate cap (see paragraph 3.16) were also tested, giving a lower projection estimate of a 3.3% demand increase per year and an upper estimate of a 5.0% demand increase per year (see bottom table in Figure **3-8**).
- 3.19 These figures can also be compared with the historic average increase in HCPS-responded demand of 4.8% per year⁷ and an alternative 'Holt-Winters' projection method which gave a projection of 3.3% per year.
- 3.20 The Holt-Winters projection method is a statistical method for forecasting a time series (month-by-month) which takes into account seasonality and underlying trends. This method uses historical demand and estimates future levels under the assumption that historical trends will continue.
- 3.21 This can give very similar results to the population-based method; however, this depends on the degree to which the historical trends reflect future trends.
- 3.22 Appendix **C1** shows the results of using this method to project HCPS-responded incidents to 2029 (green line), based on historical demand (blue line). This technique gives an overall demand growth of 39.0% between 2019 and 2029, or 3.3% per year.
- 3.23 ORH has a tried and tested approach to projecting ambulance demand. However, the change in demand over a ten-year horizon is difficult to predict with absolute certainty, as this can vary depending on a wide range of factors. It was therefore agreed that, in addition to the core projection of 4.4% per year, the lower estimate of 3.3% per year and the upper estimate of 5.0% per year would also be tested through sensitivity modelling.

⁷ The historical average has been calculated from a longer sample period (June 2014 to May 2019) than used in Section 2 where an increase of 5.3% per annum was observed over a three-year sample period.

Incorporating Future Housing Developments

- 3.24 Several new housing developments are anticipated across the County by 2029, although it is difficult to predict the exact development rate, location or size of developments. The County provided information to ORH regarding the estimated future developments (see Appendix **C2**).
- 3.25 The estimated number of persons for each development was calculated by multiplying the number of units by an assumed person per unit rate of 2.45 (taken from Huron County Official Plan). The current and projected demand rates per head of population were then applied to the expected number of persons associated with each development to produce demand levels (see Appendix **C3**), and appropriate roads were assigned to each development to allow them to be incorporated into the model accurately.
- 3.26 It was assumed that the demand generated by the housing developments would be in addition to projected levels, as these were not included as direct population drivers in the population estimates in the Huron County Official Plan. It was also assumed that the demand generated would be categorized as P3 or P4 non-transfer incidents.
- 3.27 Assuming that all housing developments will be completed by 2029, there would be approximately 30 incidents per day in 2029 (compared with 27 per day without the development demand). Due to uncertainty around the exact development rate of the anticipated future housing developments these have not been built into the core demand projection.

4 MODEL VALIDATION AND BASE POSITION

A key reason for undertaking detailed analysis of the current service profile (described in Section 2) is so that this information can be used to populate ORH's simulation model, AmbSim. AmbSim is a discrete event simulation model that replicates the key characteristics of an emergency ambulance service and can be used to predict future behaviour under a variety of different scenarios.

The model was then validated by comparing a range of outputs from the model, such as response performance, vehicle workload (utilization) and hospital workload, to the corresponding analyzed figures for these factors based on actual data. It was concluded that the model replicated current behaviour well and therefore could be used with confidence when examining options for change.

The model was configured to reflect a 2019 Base Position, by uplifting demand to annualized projected 2019 levels, before being used to test future scenarios.

Model Validation

- 4.1 ORH has developed a sophisticated simulation model, AmbSim (see Appendix **D1**), for modelling the operations of ambulance services. AmbSim is a discrete event simulation model that replicates the key characteristics of an emergency ambulance service and can be used to predict future behaviour under a variety of different scenarios.
- 4.2 AmbSim takes account of the actual geographical and temporal distributions of demand and resources and incorporates travel times between locations. It reports operational performance in terms of response times, vehicle workload and utilization, and patient flows.
- 4.3 A virtual replica of HCPS operations was created within AmbSim. Once validated, and thereby shown to accurately reflect the historical sample service profile analyzed, a Base Position was created reflecting the current 2019 position.

Model Validation

- 4.4 ORH's simulation model was populated using parameters derived from the analysis of the current service as presented in Section 2. Analysis of HCPS activity data provided information on demand, call locations, job cycle times and hospital transports. Service data was also used to provide ambulance numbers and deployed hours, deployment locations, and dispatch times for inputting to the model.

Figure 4-1: 2019 Base Position Response Performance

Comparing Validated Position with 2019 Base Position

Model Result	Validated Position	2019 Base Position	Impact
8-minute Performance	55.2%	54.2%	-1.0%
12-minute Performance	74.7%	73.6%	-1.1%
17-minute Performance	90.5%	89.9%	-0.6%
<i>Total Annual P4 Incidents</i>	<i>3,214</i>	<i>3,453</i>	<i>239</i>
Annual P4 Incidents Outside 8-minute Target	1,439	1,573	135
Annual P4 Incidents Outside 12-minute Target	811	911	100
Annual P4 Incidents Outside 17-minute Target	303	344	41
Average (Mean) Response Time (mm:ss)	09:01	09:11	00:10
90th Percentile (mm:ss)	16:48	17:03	00:15
95th Percentile (mm:ss)	19:30	19:45	00:15

- 4.5 In addition to this data, ORH developed a detailed travel time model of the HCPS area using commercially available data calibrated against information on journey times from activity data and Automatic Vehicle Location (AVL) data. To achieve this, the area was 'noded' with key points in relation to the road network and incident distribution (including some locations outside the region). Stations and hospitals were also included as noded points.
- 4.6 Travel times between nodes are a key model input and were assigned initially based on road classifications that differentiate achievable speeds in 'average' traffic conditions. A careful calibration process was undertaken that gives ambulance travel times for different periods of the day, reflecting lights and sirens conditions as well as normal speeds.
- 4.7 The model was then validated by comparing a range of outputs from the model, such as response performance, vehicle workload (utilization) and hospital workload, to the corresponding analyzed figures for these factors based on actual data.
- 4.8 Two examples of such outputs are the P4 response time distribution (measured from time call answered, see Appendix **D2a**) and ambulance utilization by hour of the day (see Appendix **D2b**). As can be seen, the correspondence between the modelled distributions (in blue) and the analyzed distributions (in red) is very close.
- 4.9 Given the above, together with close comparisons observed for other key factors, it was concluded that the model replicated current behaviour well and therefore could be used with confidence when examining options for change.

Base Position

- 4.10 Once validated, the model was updated to reflect a 2019 Base Position taking account of any changes from the analyzed sample period (June 2016 to May 2019). There were no changes to resource levels, but demand was uplifted to annualized projected 2019 levels (see Section 3).
- 4.11 The impact on P4 response performance (measured from time notified) of moving to the 2019 Base Position is summarized in Figure 4-1 and given by LTM in Appendix **D3**.
- 4.12 Performance is reported against a range of different measures including the percentage of P4 incidents receiving a response within 8, 12 and 15 minutes, and conversely the number of annual incidents which do not receive a response within those target timeframes. The mean, 90th and 95th percentile response times (in minutes and seconds) are also included. Performance worsens slightly against all measures as a result of the projected increase in demand.

5 STATION LOCATION OPTIMIZATION

ORH's location optimization model OGRE was used to assess the configuration of existing station locations and identify how this could be improved currently and in the future. The model uses a genetic algorithm which evaluates large numbers of potential configurations, resulting in an optimal solution.

A range of 'blank canvas' modelling options showed that the optimum distribution of stations is similar to the current configuration. However, there were four further key findings:

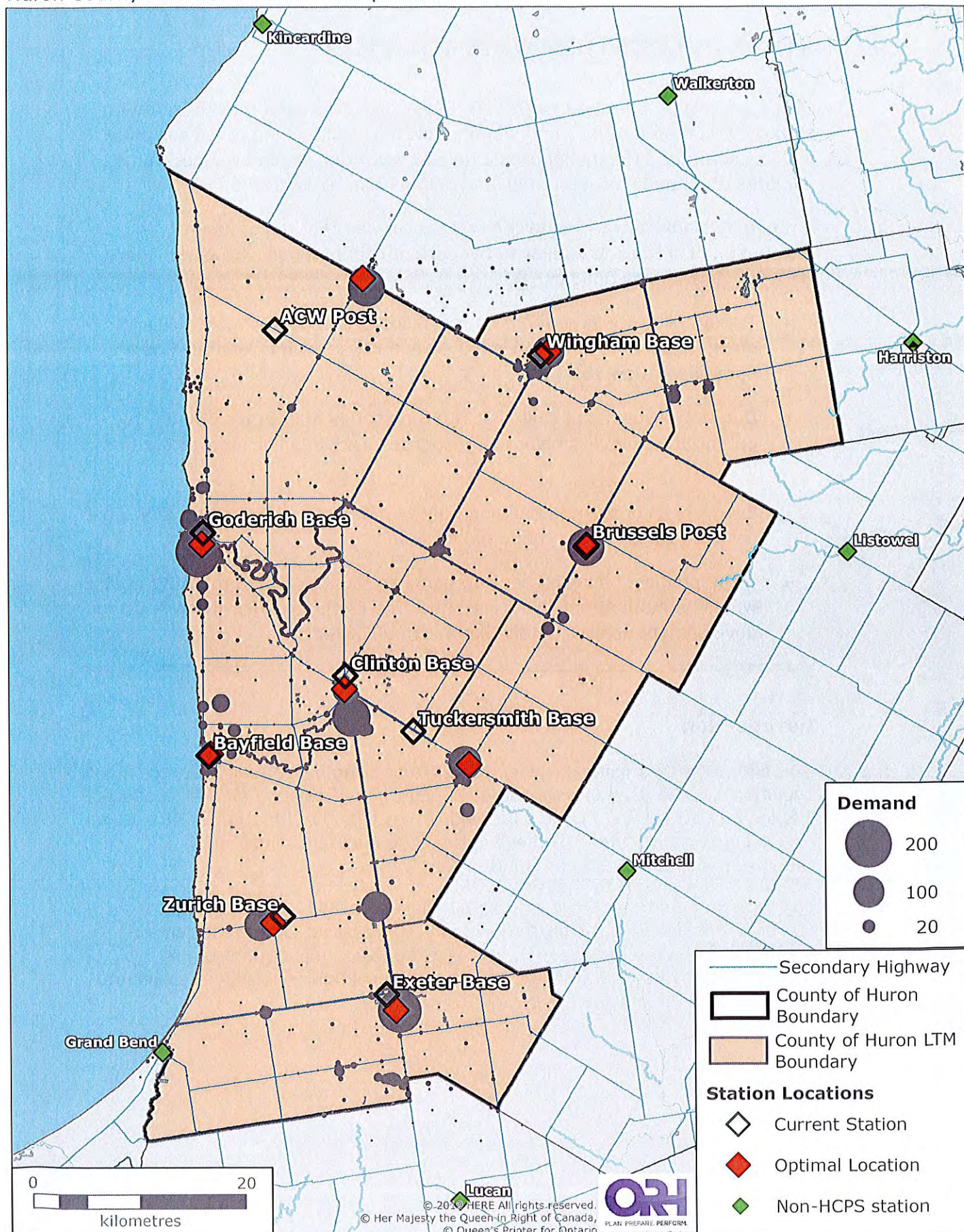
- Tuckersmith would be more optimally located at Seaforth, particularly given the location of the existing Clinton base which is identified as an optimal location.
- Due to the volume of calls that HCPS responds to in Bruce County, the optimization process favours a response location in Lucknow rather than in ACW.
- Even when considering demand only within Huron, the existing ACW post is never identified as an optimal location.
- If the predicted housing developments are built by 2029, the ACW post would be more optimally located near The Bluffs, a senior living housing development approximately 5km north of Goderich.

Introduction

- 5.1 ORH's location optimization model OGRE (Optimizing by Genetic Resource Evolution) can be used to assess the configuration of existing station locations and identify how this could be improved currently and in the future. The model uses a genetic algorithm which evaluates large numbers of potential configurations, resulting in an optimal solution.
- 5.2 The location optimization criteria used in all cases was to minimize the mean response time to P4 non-transfer incidents. Only travel time to incidents is accounted for in the optimization process; the exact impact of changing resource deployments within a changed station configuration is fully evaluated with simulation modelling (see below).

Figure 5-1: Blank Canvas Location Optimization

Huron County Paramedic Services Responded Demand



Blank Canvas Optimization

HCPS Responded Demand

- 5.3 Initial optimization modelling assumed a 'blank canvas' scenario. Blank canvas modelling uses optimization techniques to identify ideal locations taking no account of current station locations or other constraints.
- 5.4 The resulting distribution of nine optimal station locations (or posts) to minimize the mean response time to current HCPS responded P4 demand (therefore including some Out of Area demand) is shown in Figure **5-1**.
- 5.5 The optimum distribution (red diamonds) is similar to the current configuration (empty diamonds), with the exception of the Tuckersmith base being more optimally located at Seaforth and the ACW post being more optimally located at Lucknow. The latter is due to the volume of calls that HCPS responds to in this area, despite it being in Bruce County.
- 5.6 The results were nested; the best nine locations included the best eight locations which included the best seven locations. The optimal seven locations were Brussels, Clinton, Exeter, Goderich, Lucknow, Seaforth and Wingham. The optimal eighth location was Zurich and the optimal ninth location was Bayfield.
- 5.7 The optimal nine locations were tested in AmbSim to understand the full response performance impacts (see Appendix **E1**). Compared with the 2019 Base Position, moving to all optimal locations would improve P4 8-minute response performance by 3.5 percentage points, from 54.2% to 57.7%.
- 5.8 There is a substantial improvement in P4 8-minute response performance in Huron East LTM as a result of moving the Tuckersmith base to Seaforth, with an associated smaller decline for Central Huron LTM. However, this brings these LTMs more in line with each other performance-wise (61.9% and 50.7% within 8 minutes compared to the previous 66.1% and 37.7% for Central Huron and Huron East respectively).
- 5.9 Similarly, there is an improvement in response times to P4 incidents occurring outside of Huron, namely in Lucknow, as a result of moving the ACW post. There is a corresponding fall in ACW LTM, however, there is an overall net improvement in response performance across both areas.

Huron Demand

- 5.10 A similar blank canvas scenario was tested in OGRE, this time aiming to minimize the mean response time to P4 demand within Huron. Therefore, any demand that HCPS responded to Out of Area is excluded, and any demand responded to by another service within Huron is included.
- 5.11 The distribution of nine optimal stations (see Appendix **E2a**) is similar to the blank canvas scenario with HCPS-responded demand, except in two areas.

- 5.12 An optimal site is not found in Zurich; instead this is identified further south-west towards Grand Bend. Similarly, an optimal site is not found in ACW or Lucknow but instead is identified in Howick LTM. These are the two key areas of Huron where other services are most active in responding to incidents (see Appendix **B1**).
- 5.13 This is not a realistic scenario for the future as it does not take account of the location of non-HCPS resources (also shown on the map for clarity); it would not be sensible to move the Zurich base closer to Grand Bend as this area is also serviced by Lambton County EMS. However, it is useful in demonstrating how demand would best be serviced if only demand within Huron was considered and there was no cross-border support.

2029 Demand with Housing Developments

- 5.14 A final blank canvas scenario was tested in OGRE, aiming to minimize the mean response time to HCPS-responded demand within Huron in 2029 and assuming that all future housing developments have been built (see Section **3**).
- 5.15 The resulting distribution of nine optimal stations (see Appendix **E2b**) is almost identical to the initial blank canvas optimization, although a post near the Bluffs development is identified as an alternative to the existing ACW post.

Recommended Station Configuration

- 5.16 The optimization process clearly indicates that the Tuckersmith base would be more optimally located at Seaforth, particularly given the location of the existing Clinton base which is identified as an optimal location. There may also be the potential to co-locate with Huron East Fire Department in the future.
- 5.17 In projecting the station changes required over the next ten years there will be uncertainty in the exact locations for new station sites. This will depend on available land and on other planning and logistical considerations which will have to be assessed nearer the year scheduled for the change.
- 5.18 A 'site search' map was therefore generated for the optimal Seaforth location (see Appendix **E3**). Around the optimal location, good siting areas are shown in red, and poor areas in dark blue, with a colour graduation between good and poor. A 'poor' location is poor in a relative sense compared with the optimal site.
- 5.19 Even when considering demand only within Huron, the existing ACW post is never identified as an optimal location; the optimization process favours a response location in Lucknow, despite this being in Bruce County. If the predicted housing developments are built by 2029, the ACW post would be more optimally located near The Bluffs, a senior living housing development approximately 5km north of Goderich. The performance impacts of these options are therefore reported in Section 6.

Figure 6-1: 2029 Do Nothing Response Performance

Comparing 2019 Base Position and 2029 Do Nothing

Model Result	2019 Base Position	2029 Do Nothing	Impact
8-minute Performance	54.2%	49.7%	-4.5%
12-minute Performance	73.6%	68.9%	-4.7%
17-minute Performance	89.9%	86.9%	-3.0%
<i>Total Annual P4 Incidents</i>	<i>3,453</i>	<i>5,362</i>	<i>1,909</i>
Annual P4 Incidents Outside 8-minute Target	1,573	2,699	1,126
Annual P4 Incidents Outside 12-minute Target	911	1,684	773
Annual P4 Incidents Outside 17-minute Target	344	706	362
Average (Mean) Response Time (mm:ss)	09:11	09:56	00:45
90th Percentile (mm:ss)	17:03	18:21	01:18
95th Percentile (mm:ss)	19:45	21:12	01:27

6 FUTURE DEMAND MODELLING

If demand increases as projected (by 53.9% over 10 years) but no other changes are made, P4 8-minute response performance would fall by 4.5 percentage points, from 54.2% to 49.7% (the 2029 Do Nothing scenario).

To offset the projected demand increases, and the negative impacts on response performance, HCPS will need to deploy additional resources by 2029. Modelling therefore aimed to find the minimum additional frontline resourcing required in 2029 to give a performance profile similar to that achieved in the 2019 Base Position.

An additional 308 weekly ambulance hours, or 616 weekly staff hours, are required by 2029 to maintain performance levels. This is equivalent to a 26% increase from 2019. It was assumed that a new base at Seaforth would replace Tuckersmith and that the Brussels ambulance would deploy from Seaforth.

An additional five ambulance vehicles (including one spare) are required by 2029 and as a result there are capacity issues which will need to be resolved, potentially through the expansion of Bayfield and Zurich. A new station at Brussels should also be considered, in which case the Brussels ambulance would no longer need to deploy from either Seaforth or Wingham.

Options for ACW (for example, moving the under-utilized RRU to The Bluffs) and for Bayfield and Zurich (extending the existing 12-hour shifts to two 8-, 10- or 12-hour shifts) were also considered, and the impacts are described in detail in this Section.

Sensitivity modelling runs were undertaken to test the robustness of the results. This involved taking some of the core assumptions built into the modelling and testing the impact of variations to these assumptions.

Do Nothing Scenario

- 6.1 The demand projections calculated in Section 3 were loaded into the Base Position model but no other changes to the model were made. For example, all current stations and resources were maintained at their existing locations and levels. In effect, this scenario represents a 'Do Nothing' position and quantifies how performance is likely to degrade as a result of increasing demand.
- 6.2 By 2029 service-wide P4 8-minute response performance is expected to fall by 4.5 percentage points, from 54.2% to 49.7% (see summary in Figure 6-1), with variation by LTM (see Appendix F1a). The largest percentage point differences are seen in Huron East LTM and the smallest in ACW LTM (excluding Howick and Out of Area).

Figure 6-2: 2029 Maintaining Performance

Comparing 2029 Do Nothing and 2029 Maintain Performance

Model Result	2029 Do Nothing	2029 Maintain Performance	Impact
8-minute Performance	49.7%	57.0%	7.3%
12-minute Performance	68.9%	75.4%	6.5%
17-minute Performance	86.9%	90.7%	3.8%
<i>Total Annual P4 Incidents</i>	<i>5,362</i>	<i>5,362</i>	<i>0</i>
Annual P4 Incidents Outside 8-minute Target	2,699	2,302	-398
Annual P4 Incidents Outside 12-minute Target	1,684	1,382	-302
Annual P4 Incidents Outside 17-minute Target	706	508	-198
Average (Mean) Response Time (mm:ss)	09:56	08:43	-01:13
90th Percentile (mm:ss)	18:21	16:43	-01:38
95th Percentile (mm:ss)	21:12	19:25	-01:47

Figure 6-3: Resourcing Summary

Station	2019 Base Position		2029 Maintain Performance		Difference	
	Weekly Vehicle Hours	Peak Vehicles	Weekly Vehicle Hours	Peak Vehicles	Weekly Vehicle Hours	Peak Vehicles
Bayfield	84	1	84	1	0	0
Clinton	168	1	252	2	84	1
Exeter	168	1	224	2	56	1
Goderich	252	2	336	3	84	1
Tuckersmith	168	1	-	-	-168	-1
Wingham	252	2	252	2	0	0
Zurich	84	1	84	1	0	0
Seaforth	-	-	252	2	252	2
Total	1,176	9	1,484	13	308	4

Notes:

Vehicle hours and peak vehicles include both ambulances and RRUs

Goderich includes ACW RRU

Wingham includes Brussels ambulance in 2019, Seaforth includes Brussels ambulance in 2029

- 6.3 There are corresponding service-wide impacts for other P4 performance measures:
- A reduction of 4.7 percentage points at 12 minutes, from 73.6% to 68.9%.
 - A reduction of 3.0 percentage points at 17 minutes, from 89.9% to 86.9%.
 - An increase of 01m18s in the 90th percentile response time, from 17m03s to 18m21s.
- 6.4 The proportion of P4 calls attended within 8 minutes degrades by between 0.2 percentage points and 0.6 percentage points per year (see Appendix **F1b**). Ambulance utilization increases by between 0.4 and 0.8 percentage points per year, resulting in a reduction in availability and therefore degradation in response performance.

Maintaining Performance in 2029

- 6.5 To offset the projected demand increases and the negative impacts on response performance, HCPS will need to deploy additional resources by 2029. The next stage of the modelling therefore aimed to find the minimum additional frontline resourcing required in 2029 to give a performance profile similar to that achieved in the 2019 Base Position (that is, to maintain performance).
- 6.6 An additional 308 weekly ambulance hours, or 616 weekly staff hours, are required by 2029 across the County in order to maintain performance at existing levels. This is equivalent to a 26% increase from 2019 vehicle levels (compared with a 54% increase in demand).
- 6.7 Compared with the 2029 Do Nothing position, service-wide P4 8-minute response performance improves by 7.3 percentage points, from 49.7% to 57.0%, therefore also representing an improvement when compared to the 2019 Base Position (see Figure **6-2** and Appendix **F2a**). Compared with the 2019 Base Position, there are improvements in P4 8-minute performance for every LTM, with the exception of Central Huron due to the relocation of Tuckersmith.
- 6.8 There are corresponding service-wide impacts for other P4 performance measures:
- An increase of 6.5 percentage points at 12 minutes, from 68.9% to 75.4%.
 - An increase of 3.8 percentage points at 17 minutes, from 86.9% to 90.7%.
 - A reduction of 01m38s in the 90th percentile response time, from 18m21s to 16m43s.

- 6.9 The improved response performance was achieved by adding the following:
- 09:00 to 21:00 (12 hours) Monday to Sunday ambulance shift at Clinton.
 - 10:00 to 18:00 (8 hours) Monday to Sunday ambulance shift at Exeter.
 - 08:30 to 20:30 (12 hours) Monday to Sunday ambulance shift at Goderich.
 - 12:00 to 00:00 (12 hours) Monday to Sunday ambulance shift at Wingham.
- 6.10 A summary of the difference in weekly vehicle hours and peak vehicles by station compared to the 2019 Base Position is provided in Figure **6-3**. Assuming a 42-hour working week and two staff per ambulance, an additional 14.6 FT staff positions will be required. This will need to be supported by an increase in PT positions to account for hours lost due to sickness and vacation, for example.
- 6.11 It was assumed that Tuckersmith would be closed by 2029 and these resources would be transferred to a new base at Seaforth. It was also assumed that the Brussels ambulance would deploy from Seaforth rather than from Wingham for capacity reasons (discussed in more detail below).
- 6.12 The recommended additional resources and new locations do not only maintain performance, but also improve geographical cover across the County (see maps of mean response time in Appendix **F2b**).
- 6.13 Utilization reduces by 4.2 percentage points, from 17.6% to 13.5%, when compared to the 2029 Do Nothing scenario (see Appendix **F2c**). This represents a 3.1 percentage point increase from the 2019 Base Position. Wingham crews continue to be the most highly utilized, largely due to the Out of Area responses they undertake.
- 6.14 A phasing plan for the recommended additional resources is provided in Section **7** in terms of short, medium and long term recommendations.

Station Capacity Issues

- 6.15 As described above, in order to maintain performance in 2029, an additional four peak (or minimum) vehicles are required. This takes the minimum vehicles required for frontline operations from 9 to 13, including the ACW RRU (see Figure **6-3**). With an increase in frontline vehicles recommended for the future, increasing the number of spare ambulances from three to four is also recommended.

- 6.16 In addition to the nine vehicles required for current frontline operations, there are three existing spare ambulance vehicles (currently housed at Exeter, Tuckersmith and Wingham), one spare RRU vehicle (at Tuckersmith), one supervisor vehicle (at Clinton) and two admin vehicles (at Exeter and Goderich). A total of 16 bays are therefore required to house all existing vehicles, which is equal to the current number of bays across all HCPS stations⁸.
- 6.17 Given that there are no spare bays, there will clearly be some capacity issues to be addressed by 2029 and beyond. There are a couple of options that should be considered for the future to generate additional space, although the validity of each of these options will need to be evaluated by HCPS and the County independently of this review:
- (a) Aim for a one-bay expansion at both Bayfield and Zurich and a (minimum) four-bay station at Seaforth; or
 - (b) Aim for a one-bay station at Brussels along with the one-bay expansions at both Bayfield and Zurich and a (minimum) three-bay station at Seaforth.
- 6.18 Under the first scenario there would be a sensible spread of spare vehicles across the County, with a spare ambulance at each of Bayfield, Exeter, Seaforth and Wingham and a spare RRU at each of Seaforth and Zurich. However, this depends on the feasibility of expansion at Bayfield and Zurich.
- 6.19 The existing station at Zurich, co-located with Public Works, is at maximum capacity, but there is neighbouring County-owned land which could be considered in the future. If new land could be developed, this may also eliminate the mobilization time issues which occur at Zurich (crew quarters are at the opposite end of the building to the vehicle bay).
- 6.20 The second scenario would give the same good spread of spare vehicles as in the second scenario and would also improve performance in the Brussels area. A new location in Brussels would could eliminate the mobilization time (crew quarters some distance from the vehicle) and idling (vehicle parked outside) issues currently experienced. This option would also potentially give some flexibility in housing the Emergency Support Trailer that is currently parked outside in Auburn (as the Brussels or Seaforth station capacities could more easily increase by one bay).

⁸ There is also an Emergency Support Trailer that is being housed outside at a Public Works building in Auburn following the closure of the Emergency Services Training Centre in Blyth.

Figure 6-4: Bayfield and Zurich Options

Bayfield

8-Minute Performance

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	35.6%	41.2%	39.6%	44.0%	46.3%
Central Huron	65.1%	66.8%	66.1%	67.5%	68.1%
Overall	57.0%	58.0%	57.8%	58.4%	58.7%

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	10:36	10:00	10:11	09:33	09:09
Central Huron	09:12	09:07	09:09	09:07	09:05
Overall	08:43	08:39	08:41	08:36	08:32

Zurich

8-Minute Performance

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	35.6%	39.6%	38.0%	41.9%	44.2%
Huron East	46.8%	47.7%	47.4%	47.7%	47.9%
Overall	57.0%	57.6%	57.4%	57.9%	58.2%

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	10:36	10:00	10:11	09:33	09:09
Huron East	09:12	09:07	09:09	09:07	09:05
Overall	08:43	08:39	08:41	08:36	08:32

- 6.21 The full details and assumptions for each of these options are given in Appendix **F3**. The placement of spare vehicles does not impact the operational modelling results described in the previous sub-section of the report. However, if the second option was realized this would further improve response performance in Huron East LTM, specifically the Brussels area, as an ambulance would be permanently stationed there.
- 6.22 Both options also assume that the supervisor vehicle at Clinton can be parked outside to make extra space for ambulances and RRUs, and that the admin vehicle at Goderich will not be replaced at the end of its life; these are therefore not included in the tables in Appendix **F3**. Additionally, HCPS has plans to convert the admin vehicle at Exeter to a spare RRU in the future, so it is included in the tables as a spare RRU.
- 6.23 In order to improve the spread of spare vehicles in the first option, the ambulance which deploys to the Brussels post has been moved to deploy from the new Seaforth base by 2029, instead of from Wingham. This allows a spare ambulance to be housed in the north of the County at Wingham, and therefore avoids an even higher concentration of spare ambulances being based at Seaforth.

Bayfield and Zurich Options

- 6.24 Bayfield and Zurich are the only two stations which do not have ambulance night coverage in the recommended future scenario (excluding the Brussels and ACW posts).
- 6.25 Currently crews at both stations spend a significant proportion of their time moved on standby to other stations (in particular to Goderich and Exeter) to maintain County coverage levels. By increasing resource levels at Goderich and Exeter in 2029, performance could be maintained without the need for additional crews at Bayfield and Zurich; the crews at Bayfield and Zurich would be less likely to be pulled into Goderich and Exeter and would therefore be more available to respond from their home station.
- 6.26 Nevertheless, several options were tested to increase resource hours at the two stations to address potential end-of-shift overruns and to further improve response performance (see Figure **6-4** and Appendix **F4**):
- Increasing resource hours to give 24-hour coverage (two 12-hour shifts).
 - Increasing resource hours to give 20-hour coverage (two 10-hour shifts, 06:00 to 16:00 and 16:00 to 02:00).
 - Increasing resource hours to give 16-hour coverage (two 8-hour shifts, either 08:00 to 16:00 and 16:00 to 00:00 or 10:00 to 18:00 and 18:00 to 02:00).

- 6.27 None of the scenarios above would require an increase in capacity, although they do require additional staff above the 2029 Maintaining Performance scenario. Increasing from the existing 12-hour coverage to 16-, 20-, or 24-hour coverage at either station would require a further 1.3, 2.6 or 4 FT staff positions respectively (supported by PT staff for backfill).
- 6.28 As expected, P4 8-minute response performance in Bluewater LTM increases in line with the increasing coverage at either Bayfield or Zurich:
- 24-hour coverage in Bayfield improves performance by 10.7 percentage points, from 35.6% to 46.3% (see Appendix **F4a**).
 - 24-hour coverage in Zurich improves performance by 8.6 percentage points, from 35.6% to 44.2% (see Appendix **F4b**).
 - 16-hour coverage in Bayfield (10:00 to 02:00) improves performance by 4.0 percentage points, from 35.6% to 46.3%.
 - 16-hour coverage in Zurich (10:00 to 02:00) improves performance by 2.4 percentage points, from 35.6% to 38.0%.
- 6.29 There are also smaller improvements in the neighbouring LTMs.
- 6.30 Of the two 16-hour coverage options, deploying shifts between 08:00 and 00:00 offers better performance than deploying shifts between 10:00 and 02:00.

Future Developments

- 6.24 Due to uncertainty around the exact development rate of the anticipated future housing developments (see Section **3**), these have not been built into the core Maintaining Performance scenario. If all developments are completed by 2029, they would generate an estimated additional 2.5 incidents per day.
- 6.25 If the developments are built into the model, together with the recommended resources described above, service-wide P4 8-minute response performance would decrease by 0.5 percentage points, from 57.0% to 56.6% (see Appendix **F5**).
- 6.26 The decrease of approximately 4% percentage points in P4 8-minute response for ACW and Goderich LTMs is largely due to The Bluffs, Fusion-Coast and Lake Huron Shores developments. A slightly larger decrease is observed in South Huron LTMs, largely due to the Huron Green Inc. development. Some of the LTMs see an increase in P4 8-minute response performance because the additional development demand is within 8 minutes' drive of a station.

Figure 6-5: ACW Options

8-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	27.3%	24.6%	41.7%	28.1%
Goderich	90.6%	90.6%	91.6%	90.8%
Overall	56.6%	56.3%	57.6%	58.7%

12-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	72.7%	62.3%	68.1%	68.5%
Goderich	97.3%	97.3%	97.9%	97.4%
Overall	76.4%	74.0%	74.7%	76.6%

17-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	89.5%	83.7%	86.3%	88.5%
Goderich	98.3%	98.4%	98.9%	98.5%
Overall	90.9%	90.2%	90.4%	91.2%

Average (Mean) Response Time (mm:ss)

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	11:02	12:00	10:11	11:10
Goderich	06:00	06:01	05:51	05:58
Overall	08:47	08:55	08:45	08:34

ACW Options

- 6.27 The RRU deployed at its current location in ACW has particularly low utilization, and the majority of its responses are to incidents in Lucknow rather than ACW LTM. Because the RRU is not able to transport patients to hospital, it also has to be backed up by an ambulance, which often responds from Wingham. HCPS is therefore sending two vehicles to Lucknow on the majority of occasions when the RRU is responding and is only able to bill Bruce County for the cheaper RRU first response.
- 6.28 If The Bluffs development is built as planned by 2029, then a significant proportion of ACW LTM demand will be generated in this area. Given this, and the current low utilization of the RRU resource, there is a case for considering alternative deployments of the RRU in the future.
- 6.29 Several options were tested against the 2029 Maintaining Performance scenario also assuming all the housing developments are complete (see Figure **6-5** and Appendix **F6**):
- Removing the RRU entirely.
 - Moving the RRU to a post close to The Bluffs.
 - Moving the RRU to a post close to Lucknow (although it is acknowledged that this gives the most benefit to Bruce County incidents).
- 6.30 When modelling changes to frontline RRUs, it is important to monitor both response performance and transport performance⁹.
- 6.31 Removing the RRU entirely:
- Reduces P4 8-minute ACW response performance by 2.7 percentage points, from 27.3% to 24.6%.
 - Reduces P4 12-minute ACW response performance by 10.3 percentage points, from 72.7% to 62.3%.
 - Reduces P4 17-minute ACW response performance by 5.8 percentage points, from 89.5% to 83.7%.
- 6.32 There are corresponding decreases in performance for Out of Area incidents. However, P4 transport performance in ACW is largely unaffected as the RRU needs to be backed up by an ambulance, usually from Wingham.

⁹ The time the first vehicle capable of transporting to hospital arrived on scene. If only ambulances are modelled, or in areas with no RRUs, response performance and transport performance are effectively equivalent.

6.33 Moving the RRU to a post close to The Bluffs:

- Increases P4 8-minute ACW response performance by 14.4 percentage points, from 27.3% to 41.7%.
- Reduces P4 12-minute ACW response performance by 4.6 percentage points, from 72.7% to 68.1%.
- Reduces P4 17-minute ACW response performance by 3.2 percentage points, from 89.5% to 86.3%.

6.34 Moving the RRU to a post close to Lucknow:

- Increases P4 8-minute ACW response performance by 0.7 percentage points, from 27.3% to 28.1%.
- Reduces P4 12-minute ACW response performance by 4.2 percentage points, from 72.7% to 68.5%.
- Reduces P4 17-minute ACW response performance by 1.0 percentage points, from 89.5% to 88.5%.

Sensitivity Modelling

6.35 Sensitivity modelling runs were undertaken to test the robustness of the future modelling results. This involved taking some of the core assumptions built into the modelling and testing the impact of variations to these assumptions.

6.36 It is difficult to accurately forecast all the modelling parameters for a ten-year horizon, therefore sensitivity modelling is important in order to quantify the robustness of any proposed future scenarios.

Demand Projection Variation

6.37 The majority of modelling scenarios above assume the core age projection result (4.4% increase per annum). If the upper demand rate increase cap (see paragraph 3.16) was set to a lower value, this would reduce the estimated increase to 3.3% per annum. If the cap was set at a higher rate, the estimated increase would be 5.0% per annum.

6.38 The core projection method is equivalent to 27.1 responded incidents per day in 2029. The lower rate reduces this to 24.4 incidents and the upper rate increases it to 28.7 incidents.

6.39 Modelling the 2029 Maintaining Performance scenario with the lower demand projection method improves P4 8-minute response performance by 0.7 percentage points, from 57.0% to 57.7%. The largest increase is in Huron East LTM (see Appendix **F7a-i**).

- 6.40 If the upper demand projection method is assumed, P4 8-minute performance degrades by 0.3 percentage points, from 57.0% to 56.7%; performance is however still maintained when compared to the 2019 Base Position (see Appendix **F7a-ii**).

Demand Reduction

- 6.41 There are potential changes to the Ontario Ambulance Act which could allow operational changes that result in a reduction in incidents requiring a vehicle response by HCPS. One example, already prevalent in the UK, is 'hear and treat' whereby clinical staff in the CACC equivalent are able to perform secondary triage and assess the most appropriate form of patient care (which may not necessarily be for an ambulance response and transport to ED). This could potentially be introduced in Ontario should the Medical Priority Dispatch System (MPDS) be adopted, as this provides more granular information about the patient disposition to the call taker.
- 6.42 HCPS is currently trialling a Community Paramedicine (CP) initiative whereby paramedic staff can apply their skills and knowledge outside of a 911 emergency response role. This can involve collaboration with wider healthcare partners in order to connect patients with the most appropriate service for their needs, and frequent callers can also be targeted with the aim of reducing the requirement for vehicle response where appropriate.
- 6.43 Both of these initiatives could have the impact of reducing responded demand, although the exact level of reduction is difficult to quantify.
- 6.44 The 2029 Maintaining Performance scenario was run with 10% and 20% reductions in responded demand (see Appendix **F7b**). P4 8-minute performance improves by 0.7 percentage points, from 57.0% to 57.7% when modelling a 10% reduction, and by 1.5 percentage points to 58.5% when modelling a 20% reduction. The largest improvement in performance is in Huron East LTM.

Increased Treat and Release

- 6.45 The potential changes to the Ontario Ambulance Act also include the introduction of 'treat and release', which removes the mandated requirement for transport to hospital unless the patient declines transport. This will enable paramedic staff to be able to perform more on scene with the patient, potentially avoiding conveyance if it is the most appropriate clinical outcome for the patient.
- 6.46 A number of assumptions had to be made in order to model the potential impact of 'treat and release'. Based on discussions with HCPS, it was agreed to model 50% of CTAS 4 and 70% of CTAS 5 incidents as no longer requiring transport to hospital.

- 6.47 AmbSim is set up to replicate vehicle dispatch behaviour based on information known at the time of call (and CTAS is not known until arrival on scene). The proportion of CTAS to priority relationship was therefore used to estimate 'treat and release' incident volumes by priority, and only P3 and P4 non-transfers were considered eligible.
- 6.48 ORH benchmarked the amount of time spent on scene when not transporting versus transporting in UK ambulance services, where protocols similar to 'treat and release' are already operating. These services spend on average approximately 66% longer on scene when not transporting compared to transporting. This factor was applied to the HCPS analyzed time on scene values.
- 6.49 Modelling the impact of 'treat and release' based on these assumptions in 2019 has no significant impact on response performance (see Appendix **F7c**). This is due to a number of factors. Both time to hospital (09m06s for P4 non-transfers) and time at hospital (15m41s for P4 non-transfers) are relatively short in Huron, and therefore a reduction in patients transported to hospital (and therefore a reduction in call cycle) does not outweigh the additional time spent on scene.
- 6.50 Also, the geographical distribution of hospitals across the County has an impact; they are generally located in the urban centres and close to HCPS bases. If a vehicle posts clear at hospital, it could potentially have a relatively short travel time to the nearest incident or back to base; 'treat and release' incidents may occur anywhere including in more rural locations, so vehicles will not necessarily post clear in close proximity to bases or patients.
- 6.51 This would result in a reduction of 16 patient transports per week in 2019; this will provide a benefit to the wider healthcare system. The impact of 'treat and release' could also introduce more flexibility, allowing paramedics to ensure that the most appropriate care is administered to the patient (which may not necessarily be transport to an ED).

Clinton Hospital Closure

- 6.52 HCPS were notified that Clinton Public Hospital will temporarily be closed overnight from 20:00 to 08:00.
- 6.53 This closure was modelled in the 2019 Base Position; there is a relatively small negative impact in Central Huron, but performance changes are negligible as there is not a significant drive time to the next nearest hospital (Alexandra Marine and General or Seaforth Community Hospitals, see Appendix **F7d**).
- 6.54 The patients displaced from Clinton Public Hospital overnight would mostly travel to Seaforth Community Hospital (2.22 per week) and Alexandra Marine and General Hospital (1.13 per week).

Improving Performance

- 6.55 The core scenario focuses on maintaining 2019 performance by 2029, however there is variation in performance achievement by LTM.
- 6.56 Modelling was undertaken to achieve a minimum level of 70% P4 performance in 12 minutes in every LTM; this would require an additional 420 ambulance hours (840 staff hours) on top of the 2029 Maintaining Performance position (see Appendix **F7e**). These are required in ACW, Bayfield and Howick:
- Two 12-hour shifts at ACW: 07:00-19:00 and 19:00-07:00
 - One 12-hour shift at Bayfield: 19:00-07:00, with the existing shift changing to 07:00-19:00
 - Two 12-hour shifts at Howick: 07:00-19:00 and 19:00-07:00

Time at Hospital Variation

- 6.57 The average time at hospital in Huron is the lowest benchmarked by ORH (see Section 2). The core scenario assumes that the current time at hospital continues to 2029; sensitivity modelling was undertaken to quantify the impact should offload delays increase.
- 6.58 Two scenarios were modelled; a 10% increase in time at hospital on average for each call (1.75 minutes) and a 20% increase (3.5 minutes), using the 2029 Maintaining Performance scenario as a base position.
- 6.59 The performance impacts associated with such changes are relatively small, equivalent to a 0.2 percentage point reduction in P4 8-minute response performance for a 10% increase and a 0.3 percentage point reduction for a 20% increase (see Appendix **F7f**).

7 RECOMMENDATIONS

- 7.1 The results of the 2029 modelling from Section 6 have been organized into short, medium and long term recommendations to allow HCPS and the County to make the most efficient phasing of resource and estate changes over the next ten years.

Short Term (2020 to 2023)

- 7.2 Demand is projected to increase by 15.9% by 2023. Introducing the additional shift at Goderich (08:30-20:30) in the short term would ensure that performance is maintained at 2019 Base Position levels.
- 7.3 The current admin vehicle at Goderich will need to be parked outside to accommodate a second ambulance at Goderich, although eventually the admin vehicle will be phased out of use as it reaches the end of its life.
- 7.4 The process of identifying potential land for a station in Seaforth should be commenced, potentially including conversations with Huron East Fire Department about the possibility of a shared site. It is recommended that the Seaforth station have space for at least three bays which is equivalent to the current Tuckersmith capacity. However, if expansions are not possible at Bayfield and Zurich, and a new station cannot be built at Brussels, then Seaforth will need to be larger to house spare vehicles.

Medium Term (2023 to 2026)

- 7.5 Demand is projected to increase by 34.5% by 2026. Moving the Tuckersmith station to Seaforth and introducing an additional shift at Clinton (09:00-21:00) would ensure that performance is maintained at 2019 Base Position levels.
- 7.6 The current supervisor vehicle will need to be parked outside at Clinton in order to accommodate the second ambulance at Clinton.
- 7.7 By 2029, it is recommended that the Brussels vehicle is deployed from Seaforth rather than from Wingham to alleviate capacity issues. This change could be made as soon as Seaforth is operational, however, it is not necessary until a second shift is deployed at Wingham (not recommended at this stage).
- 7.8 HCPS should look into the feasibility of expanding Bayfield and Zurich stations at this stage, as additional space will be required for spare vehicles once the remaining recommended shifts are deployed by 2029. A fourth spare ambulance should also be introduced in either the medium or long term, which could be housed at Seaforth temporarily if this station is large enough.

Long Term (2026 to 2029)

- 7.9 Introducing the remaining shifts (Exeter 10:00-18:00 and Wingham 12:00-00:00) would complete the resourcing changes required to maintain performance in 2029.
- 7.10 With the addition of a vehicle at Wingham, the Brussels shift will be required to deploy from Seaforth in order to maintain the spare vehicle in the north of the County at Wingham.
- 7.11 Alternatively, if building a new Brussels station is feasible, then it could be permanently based in Brussels rather than deploying from either Seaforth or Wingham. There would be an added benefit of improving response times in Huron East as no time is lost at the beginning and end of shifts driving to the post and mobilization times can potentially be improved. This would also reduce the costs associated with a vehicle being based outside; when outside the engine must often be left idling due to particularly cold or warm weather.
- 7.12 If housing developments are built at the rate and locations anticipated by the County, then the ACW RRU would have a greater contribution towards response performance based at the Bluffs.

Support Services

- 7.13 The modelling in this report focuses on frontline requirements. However, HCPS should consider what additional support staff are required (for example, supervisors) to maintain a sensible frontline to support staff ratio, particularly given the recommended increase of 14.6 FT paramedics.
- 7.14 During the consultation phase of the review, ORH staff met with support services staff to understand if there are any existing pressures and what may need to change in the future. The general consensus among staff was that support services are working well currently.
- 7.15 There are two Deputy Chiefs supporting the Chief, one with Operations responsibilities and one with Professional Standards responsibilities. It was felt that this structure works well, although they are not easily able to fill the opposite role in an emergency. It is possible for the Chief to provide backup for the Operations Deputy Chief, but there is no similar backup for the Professional Standards Deputy Chief.
- 7.16 The senior management team (Chief and Deputy Chiefs) is supported by one Supervisor on duty 24/7 and an EMS Administrative Coordinator and Emergency Services Clerk. The recent centralization of management and admin staff at Clinton has improved communication and provided better office space.

- 7.17 Each Supervisor has a portfolio of responsibilities in addition to their general operational duties. A significant amount of Supervisor time is currently spent on short-term scheduling, however, the EMS Administrative Coordinator will soon be taking over short-term scheduling to free up time for supervisors.
- 7.18 It was felt that face-to-face time with paramedics could be improved, which has been identified during staff surveys. It was also felt that scheduled admin days for each Supervisor and Deputy Chief would be beneficial; this would allow staff to keep up-to-date with admin more proactively.
- 7.19 HCPS should consider adding a dedicated training co-ordination position, potentially as a fifth FT Supervisor who could also provide backfill for the operational Supervisors. This would provide the required support for the Professional Standards Deputy Chief.
- 7.20 The potential for a logistics co-ordinator should also be considered, to provide support for the Deputy Chiefs, particularly considering the increase in vehicles required in the future.

Appendices

A	Glossary
B	Current Service Profile
C	Demand Projections
D	Model Validation and Base Performance
E	Station Configuration
F	Future Demand Modelling

Huron County Paramedic Services

Comprehensive Deployment and Base Review of Paramedic Services



Appendices

January 24, 2020

ORH/HCPs/1

A Glossary

Glossary

Term	Definition
Activation Time	Time from T1 Call Received to T2 Unit Notified
ALS	Advanced Life Support
AVL	Automatic Vehicle Location
BLS	Basic Life Support
CACC	Central Ambulance Communications Centre
CTAS	Canadian Triage and Acuity Scale
	1 (Resuscitation): Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions
	2 (Emergent): Conditions that are a potential threat to life, limb or function requiring rapid medical intervention or delegated acts
	3 (Urgent): Conditions that could potentially progress to a serious problem requiring emergency intervention
	4 (Less Urgent): Conditions that are related to patient age, distress, or potential for deterioration or complications which would benefit from intervention or reassurance
	5 (Non Urgent): Conditions that may be acute but non-urgent as well as conditions which may be part of a chronic problem with or without evidence of deterioration
FT	Full Time
HCPS	Huron County Paramedic Services
Incident	A P1 to P4 call resulting in at least one unit response
LTM	Lower Tier Municipality
Mobilization	A unit being mobilized to an incident (may be more than one unit mobilization for an incident and may not reach scene)
Mobilization Time	Time from T2 Unit Notified to T3 Unit Mobile
MOHLTC	Ministry of Health Long-Term Care
Occupied Time	Time from T2 Unit Notified to Unit Clear
Optimization	Using a sophisticated, geographically based genetic algorithm to evaluate multiple configurations of locations and identify best options.
ORH	Operational Research in Health Ltd
PCP	Primary Care Paramedic

Glossary

Term	Definition
Priority 1 to 4	P1 (Deferrable): A routine call that may be delayed without detriment to the patient (eg, a non-scheduled transfer; a minor injury)
	P2 (Scheduled): A call which must be done at a specific time, for example because of special treatment or diagnostic facility requirement (eg, inter-hospital transfers or a scheduled meet with an air ambulance)
	P3 (Prompt): A call that should be performed without delay (eg, serious injury or illness)
	P4 (Urgent): A call that must be performed immediately where the patients 'life or limb' may be at risk (eg, Vital Signs Absent patient or unconscious head injury)
PT	Part Time
Response	A unit arriving at the scene of an incident (there may be more than one unit response at an incident)
Response Time	1 Time from T2 Unit Notified of the first notified unit to T4 Arrive Scene of the first arrived unit. HCPS uses this measurement of response
	2 Time from T0 Call Answer to T4 Arrive Scene of the first arrived unit. ORH also monitors this measurement of response time for modelling
RRU	Rapid Response Unit
Simulation	Using a discrete event simulation model, which replicates the key characteristics of an emergency service, to predict future behaviour under a variety of difference scenarios.
Standby (Priority 8)	Moving a crew from one station to another station to maintain coverage
Time Events	T0 Time Call Answered
	T1 Time Available for Dispatch
	T2 First Unit Notified
	T3 First Unit Mobilized
	T4 First Unit Arrived at Scene
Utilization	The combined occupied time of all units divided by the combined total deployed unit hours (shift start to shift end)

B Current Service Profile

B1 Demand by Responding Service Map

B2 Demand by Month

B3 Demand by Hour

B4 Demand by CTAS vs Priority

B5 Demand by Responding Station Map

B6 Hospital Profile

B6a Demand by Destination Hospital

B6b Hospital Flow Map

B7 Response Performance Summary

B7a HCPS Response Performance (from Time Call Answered)

B7b Huron County Response Performance (from Time Notified)

B8 Mean Response Time Map

B9 Call Components

B9a Flow Diagram

B9b Averages by Period

B10 Average Time at Hospital by Hospital

B10a Overall

B10b Patient Arrival to Handover

B10c Handover to Clear

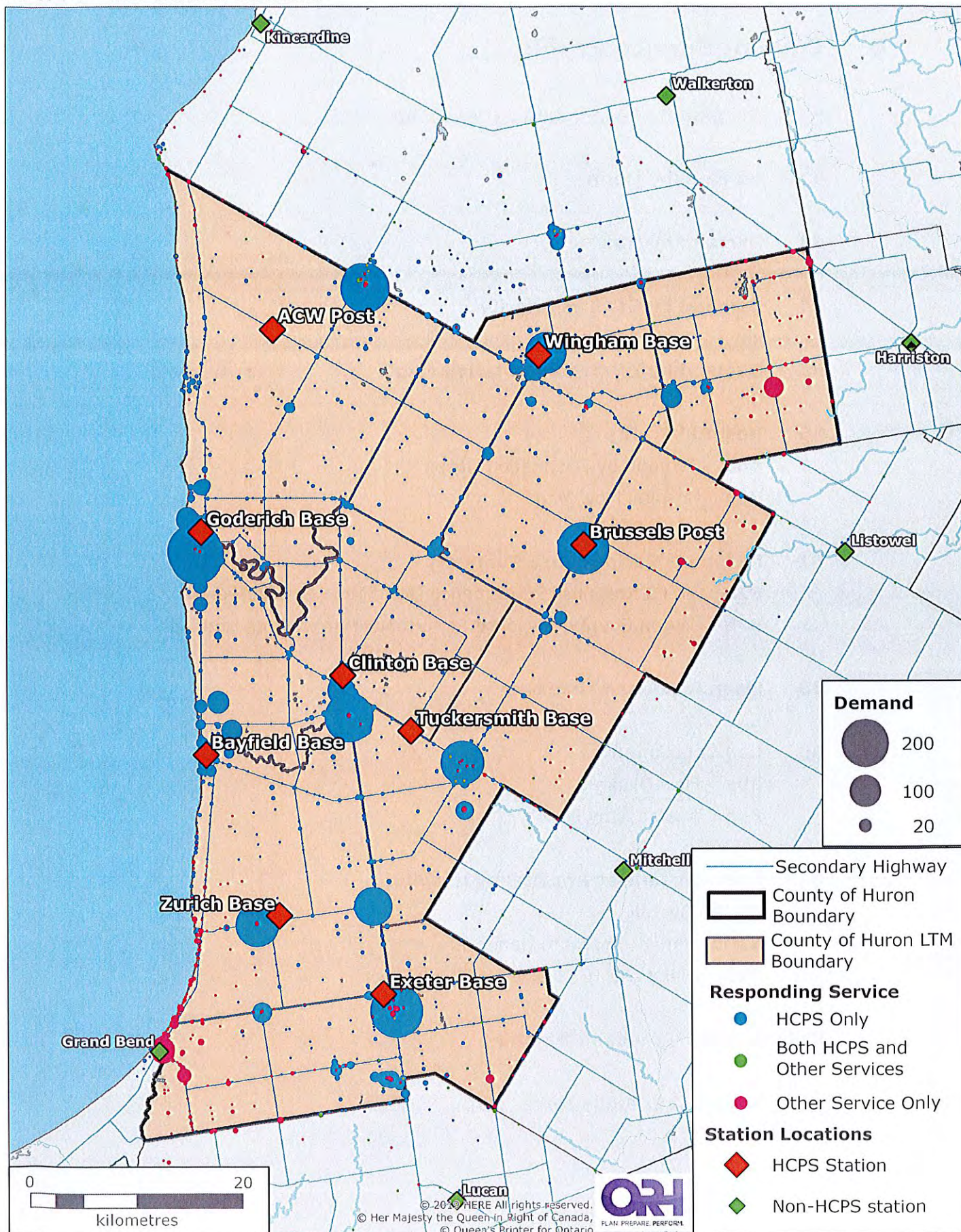
B11 Resource Demand Matching

B12 Frequent Standby Moves Map

Demand by Responding Service

P1 to P4 - Non Transfer Incidents

B1



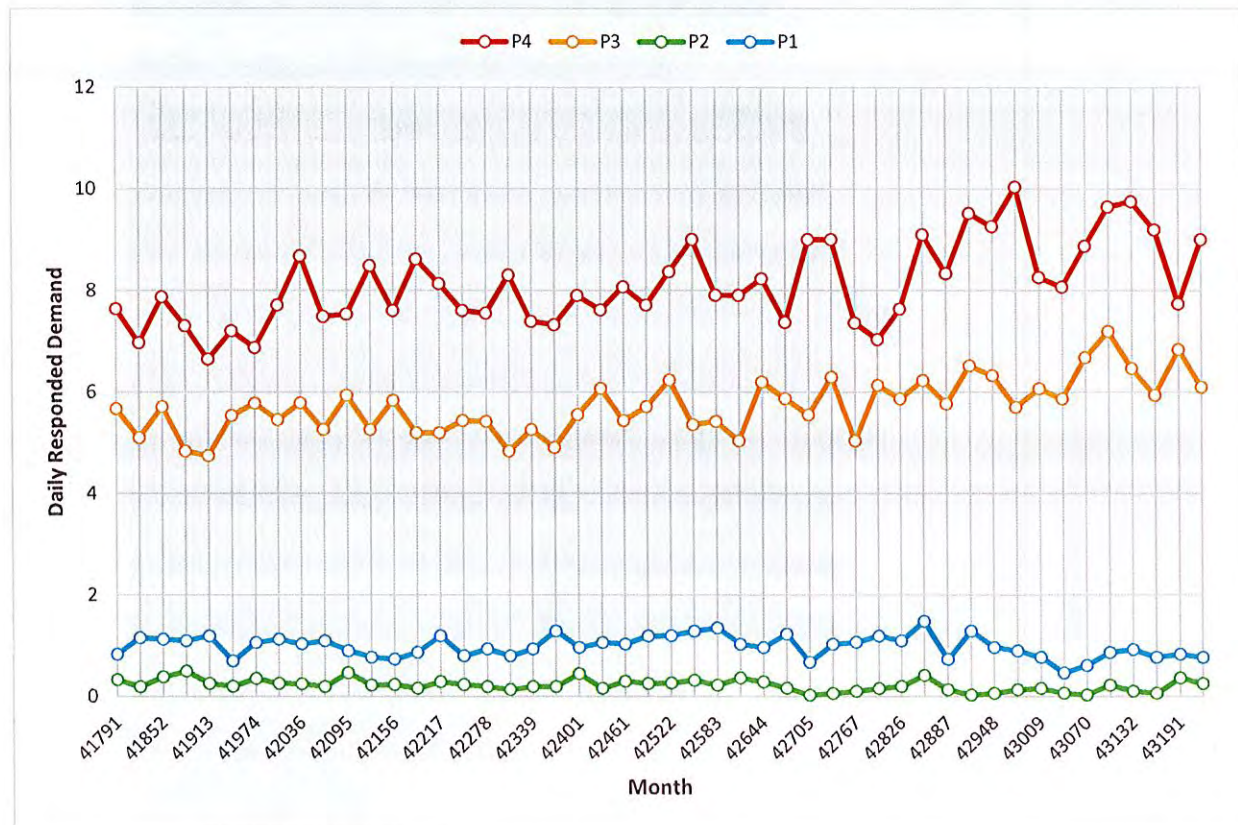
Huron County Paramedic Services

Demand by Month

Sample Period: 01/06/2016 to 31/05/2019

Average Daily Responded Demand (P1 to P4)

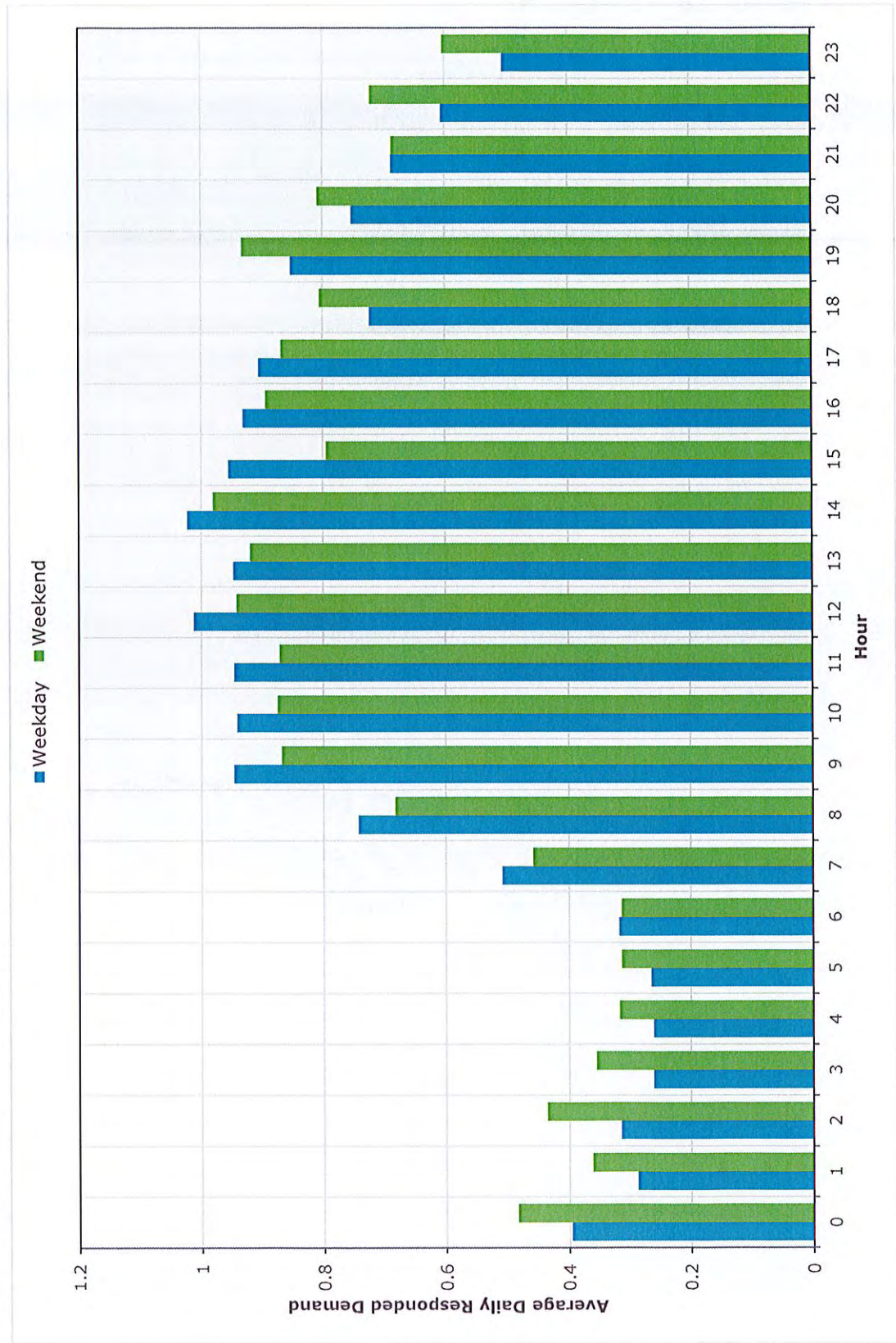
Year	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Overall
2016/17	16.1	16.0	14.9	14.3	15.7	14.6	15.3	16.4	13.6	14.5	14.8	17.2	15.3
2017/18	15.0	17.4	16.6	16.8	15.3	14.5	16.2	17.9	17.3	16.0	15.8	16.1	16.2
2017/18	16.4	16.9	16.5	17.2	16.3	16.7	16.9	18.1	16.5	18.3	16.6	16.9	17.0



Huron County Paramedic Services

Demand by Hour

Sample Period: 01/06/2016 to 31/05/2019



Huron County Paramedic Services

Demand Proportions by CTAS Code

Sample Period: 01/06/2016 to 31/05/2019

Average Daily Demand

CTAS	Priority Code				Total
	P1	P2	P3	P4	
1	0.0	0.0	0.0	0.2	0.2
2	0.0	0.0	0.2	1.9	2.1
3	0.0	0.0	2.2	4.2	6.4
4	0.0	0.0	0.7	0.6	1.3
5	0.0	0.0	0.1	0.1	0.2
Unknown	0.9	0.2	3.0	1.9	6.0
Total	0.9	0.2	6.2	8.8	16.2

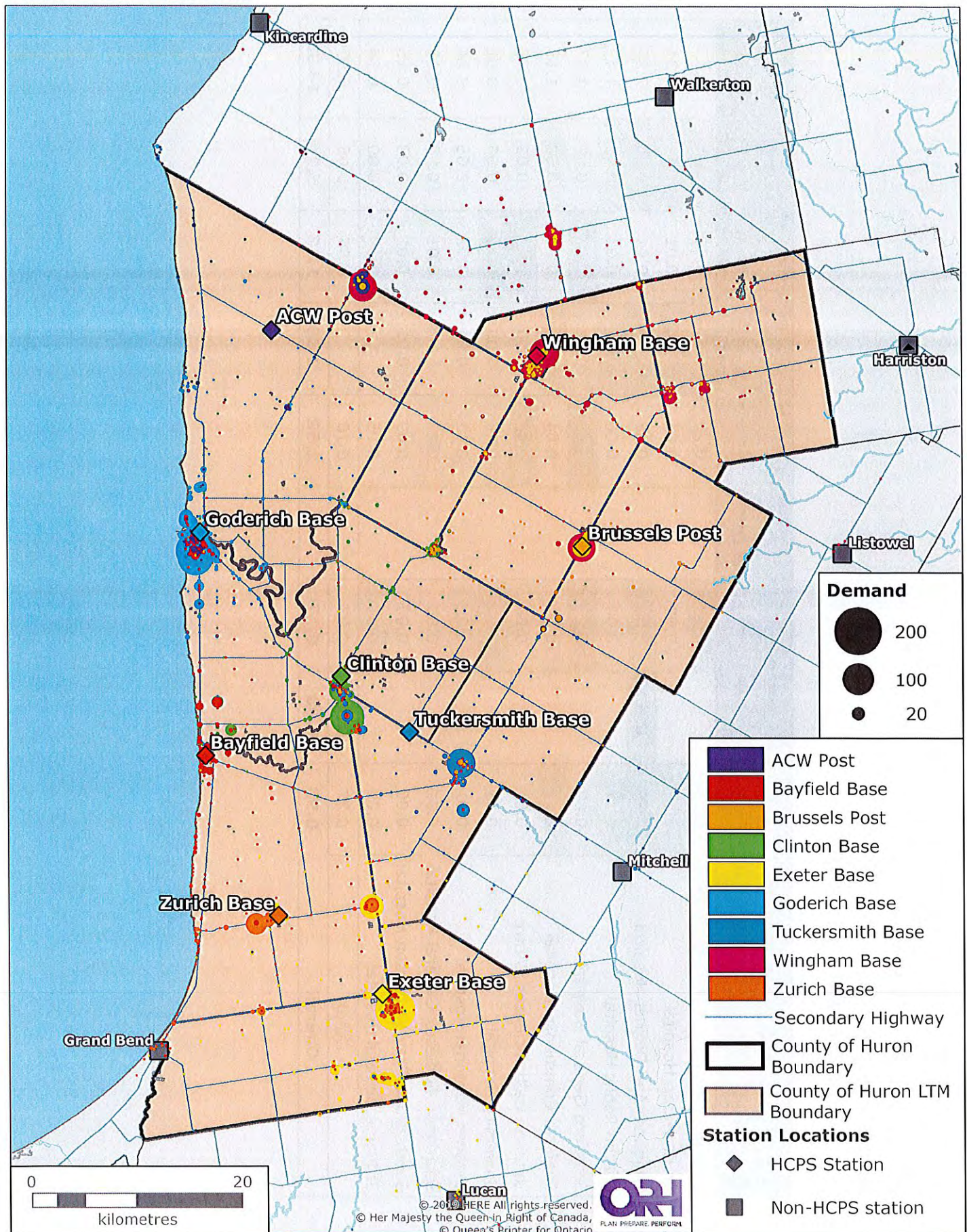
Demand Proportion by CTAS

CTAS	Priority Code				Total
	P1	P2	P3	P4	
1	0.0%	0.0%	3.3%	96.7%	100.0%
2	0.2%	0.0%	8.9%	90.8%	100.0%
3	0.2%	0.0%	33.9%	65.9%	100.0%
4	1.0%	0.1%	56.1%	42.7%	100.0%
5	5.1%	0.9%	66.8%	27.2%	100.0%
Unknown	15.3%	2.9%	50.2%	31.6%	100.0%
Total	5.9%	1.1%	38.5%	54.5%	100.0%

Demand by Responding Station

P4 Non Transfer Incidents

B5



Huron County Paramedic Services

Hospital Profile

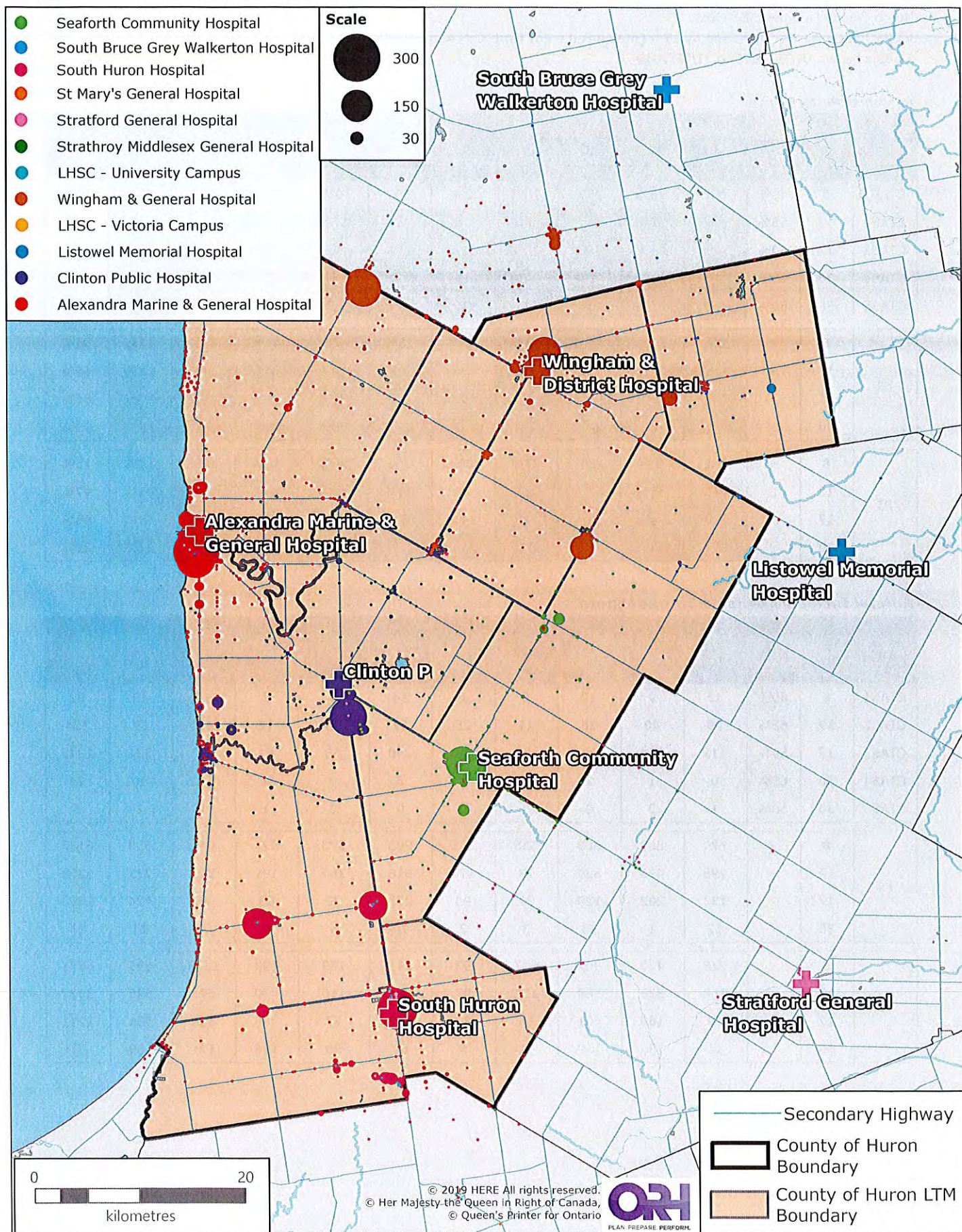
Sample Period: 01/06/2016 to 31/05/2019

Destination Hospital	P1		P2		P3		P4		Overall
	Transfers	Non Transfers	Transfers	Non Transfers	Transfers	Non Transfers	Transfers	Non Transfers	
Alexandra Marine and General Hospital	0.05		0.03		0.22	0.87	0.06	1.93	3.15
South Huron Hospital	0.12		0.00		0.04	0.65	0.01	1.52	2.34
Wingham And District Hospital	0.19	0.00	0.02		0.08	0.60	0.01	1.36	2.25
Clinton Public Hospital	0.11		0.00		0.06	0.38	0.01	0.93	1.49
Stratford General Hospital	0.02		0.03		0.88	0.02	0.33	0.09	1.37
Seaforth Community Hospital	0.11		0.01		0.04	0.31	0.00	0.68	1.15
London Health Sciences Centre	0.01		0.00		0.43	0.00	0.28	0.03	0.75
University Hospital	0.01		0.02		0.26	0.00	0.25	0.06	0.61
Listowel Memorial Hospital	0.01		0.01		0.12	0.04	0.02	0.05	0.24
Strathroy Middlesex General Hospital	0.01		0.00		0.17		0.01	0.00	0.19
South Bruce Grey Walkerton Hospital	0.00		0.00		0.09	0.01	0.01	0.03	0.15
St Marys General Hospital	0.00		0.01		0.05		0.08	0.00	0.14
<i>Other</i>	0.27	0.00	0.03		0.10		0.05	0.06	0.50
Overall	0.90	0.00	0.17		2.52	2.88	1.13	6.74	14.35

Patient-Hospital Flow Map

P1 to P4 - Non-Transfer Patients

B6b



Huron County Paramedic Services

HCPS Response Performance by LTM (measured from Time Call Answered)

Sample Period: 01/06/2016 to 31/05/2019

Response Performance

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	8%	25%	25%	25%	0%	0%	0%	30%	30%	29%	40%
CTAS2	17	65%	77%	85%	85%	85%	52%	52%	52%	93%	93%	53%	85%
CTAS3	17	50%	77%	85%	85%	85%	52%	52%	52%	93%	93%	53%	79%
CTAS4	30	65%	100%	99%	99%	99%	96%	96%	96%	97%	97%	93%	98%
CTAS5	30	50%	100%	99%	99%	99%	96%	96%	96%	97%	97%	93%	98%
P4	8	-	8%	21%	49%	65%	1%	16%	41%	44%	43%	11%	36%
	12	-	43%	52%	75%	95%	4%	56%	64%	75%	81%	21%	66%
	17	-	75%	80%	90%	98%	49%	77%	85%	92%	95%	54%	84%
	30	-	98%	100%	98%	100%	99%	99%	99%	99%	100%	97%	99%
P3	8	-	3%	9%	28%	23%	0%	7%	26%	13%	10%	14%	15%
	12	-	32%	35%	53%	81%	0%	34%	49%	46%	53%	21%	47%
	17	-	62%	68%	68%	93%	14%	67%	66%	64%	77%	38%	68%
	30	-	95%	98%	87%	99%	94%	92%	91%	83%	91%	77%	89%

Annual Incidents Outside Target Minute

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	12	9	10	6	1	14	4	7	17	12	92
CTAS2	17	65%	29	40	28	11	25	57	23	12	12	87	324
CTAS3	17	50%	113	204	90	34	98	240	55	61	66	381	1342
CTAS4	30	65%	0	1	2	1	1	6	0	2	1	10	24
CTAS5	30	50%	1	0	0	0	0	0	0	1	1	2	5
P4	8	-	479	809	665	538	181	983	273	424	945	830	6127
	12	-	296	490	330	77	174	516	167	191	313	731	3285
	17	-	133	202	129	37	93	272	70	63	75	424	1498
	30	-	12	1	23	3	2	10	5	8	7	24	95
P3	8	-	226	453	902	627	93	711	169	692	1203	695	5771
	12	-	158	323	589	152	93	501	116	430	625	640	3627
	17	-	90	160	401	56	80	252	77	286	308	501	2211
	30	-	11	8	159	11	6	62	20	136	121	189	723

Huron County Paramedic Services

Huron County Response Performance by LTM (measured from Time Notified)

Sample Period: 01/06/2016 to 31/05/2019

Response Performance

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	14%	25%	64%	81%	0%	44%	17%	70%	54%	-	48%
CTAS2	17	65%	82%	92%	94%	98%	70%	80%	88%	96%	97%	-	91%
CTAS3	17	50%	80%	86%	93%	99%	63%	77%	88%	92%	97%	-	89%
CTAS4	30	65%	100%	100%	100%	100%	96%	100%	100%	99%	100%	-	100%
CTAS5	30	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	100%
P4	8	-	27%	34%	67%	90%	1%	35%	55%	68%	68%	-	57%
	12	-	55%	64%	85%	96%	15%	63%	73%	83%	88%	-	77%
	17	-	83%	90%	96%	99%	72%	79%	91%	95%	97%	-	92%
	30	-	99%	100%	100%	100%	100%	99%	100%	100%	100%	-	100%
P3	8	-	25%	27%	62%	71%	0%	21%	52%	54%	55%	-	50%
	12	-	56%	58%	76%	94%	1%	64%	65%	76%	81%	-	74%
	17	-	78%	79%	84%	96%	37%	78%	82%	85%	90%	-	85%
	30	-	99%	100%	98%	100%	97%	99%	98%	97%	98%	-	98%

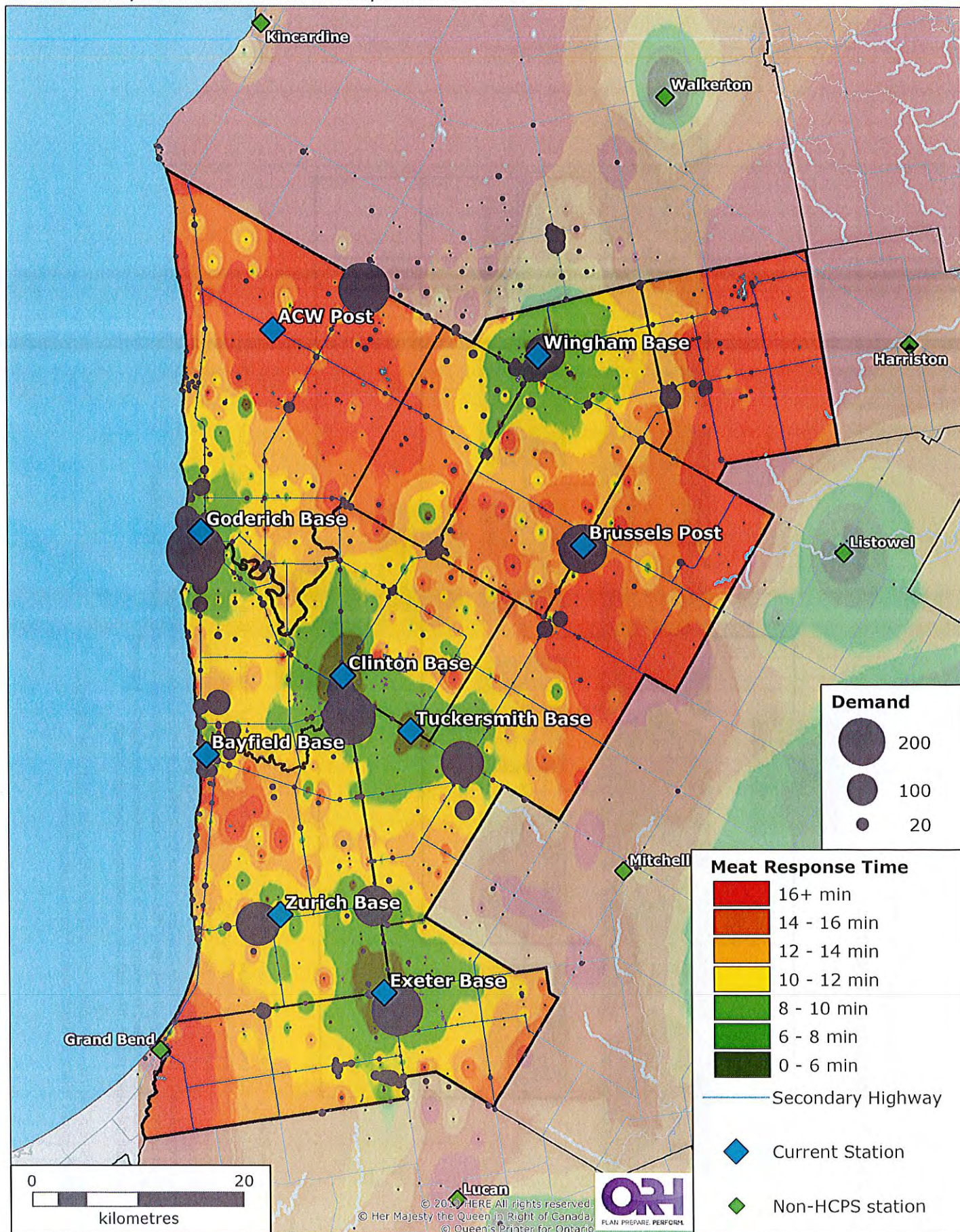
Annual Incidents Outside Target Minute

Category	Target Minute	Target %	LTM										Overall
			ACW	Blue-water	Central Huron	Goderich	Howick	Huron East	Morris-Turnberry	North Huron	South Huron	Out of Area	
CTAS1	8	40%	12	12	8	4	6	14	5	3	17	-	81
CTAS2	17	65%	23	25	14	6	28	61	15	7	14	-	193
CTAS3	17	50%	76	125	48	16	87	216	37	36	40	-	681
CTAS4	30	65%	0	0	0	0	2	0	0	1	1	-	4
CTAS5	30	50%	0	0	0	0	0	0	0	0	0	-	0
P4	8	-	394	772	440	158	354	826	209	242	680	-	4075
	12	-	242	416	196	57	304	472	126	128	248	-	2189
	17	-	90	122	58	17	99	269	43	41	62	-	801
	30	-	4	1	1	0	1	7	2	3	3	-	22
P3	8	-	179	379	476	239	98	599	111	370	655	-	3106
	12	-	105	221	299	49	97	274	81	191	283	-	1600
	17	-	53	110	199	30	62	166	42	121	149	-	932
	30	-	2	2	23	1	3	8	5	25	27	-	96

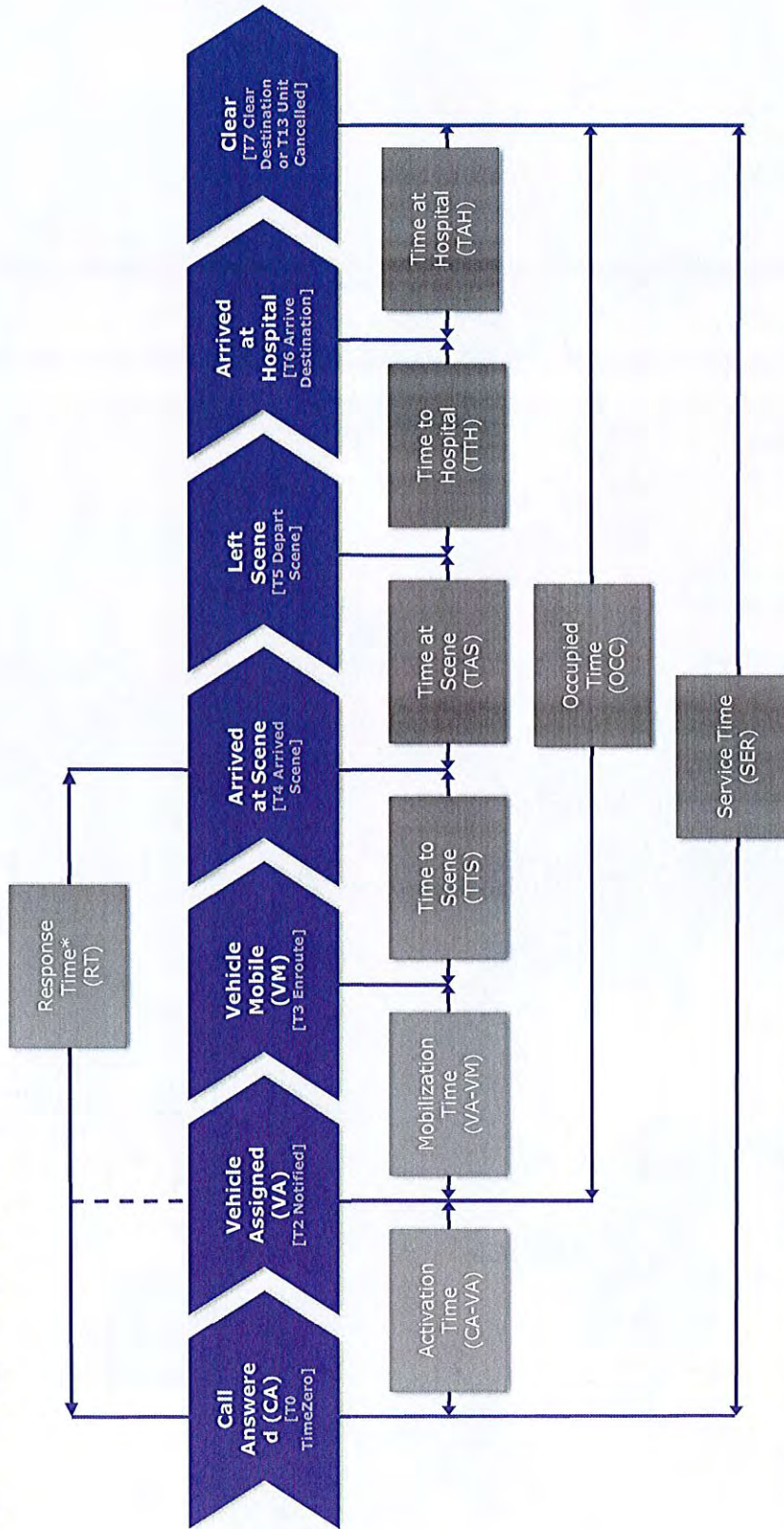
P4 Non-Transfer Mean Response Time Heat Map - Analysed Position

B8

Huron County Paramedic Services Responded Demand



Huron County Paramedic Services Call Components Diagram



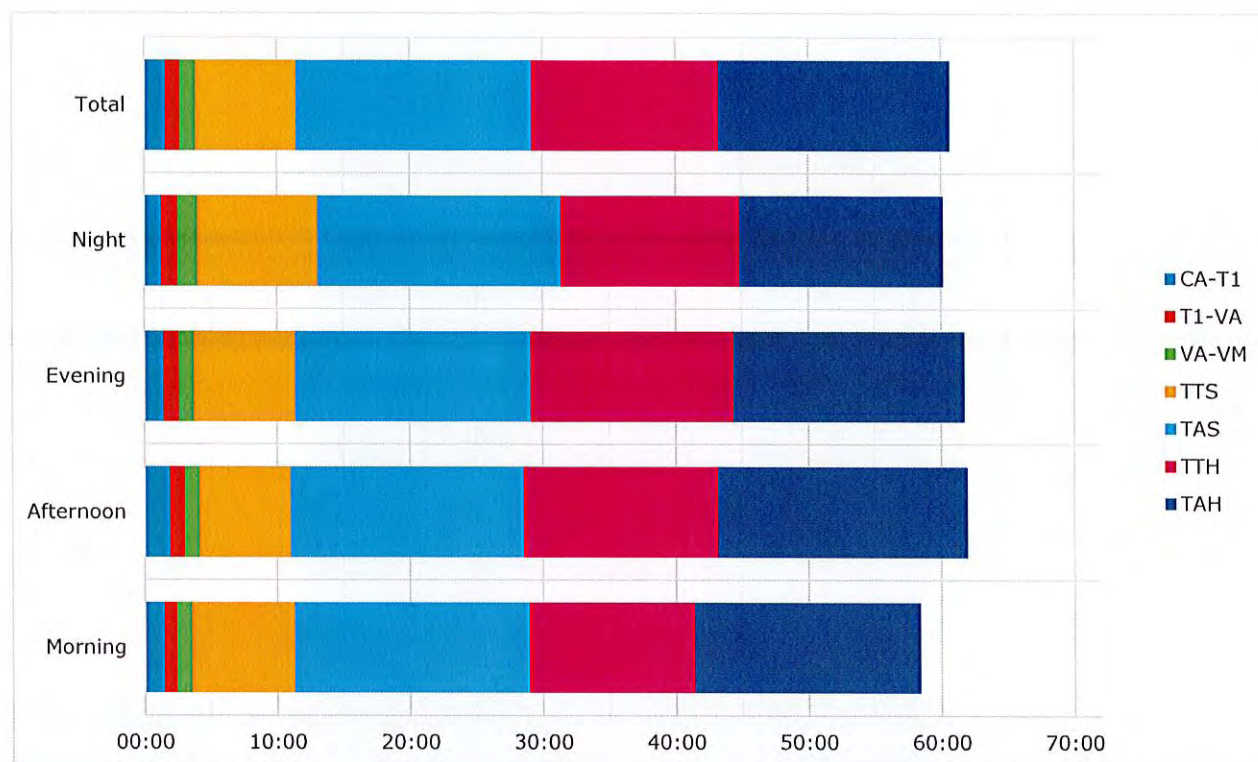
T0 [TimeZero] / Call Answered: Time when calltaker (CACC) answers call
T1 [Call Received] / Available for Dispatch: Time when the call becomes available for dispatch (call becomes visible in CAD queue as pending)
T2 [Notified] / Vehicle Assigned: Time when CACC notifies base/crew about an incident
T3 [Enroute] / Vehicle Mobile: Time when crew notifies CACC they are en route to an incident
T4 [Arrived Scene] / Arrived at Scene: Time when crew notifies CACC they have arrived at the scene of an incident
T5 [Depart Scene] / Left Scene: Time when crew notifies CACC they have left the scene of an incident
T6 [Arrive Destination] / Arrived at Hospital: Time when crew notifies CACC they have arrived at destination (eg, hospital)
T7 [Clear Destination] / Clear: Time when crew notifies CACC they are available for a new call
T13 [Unit Cancelled] / Clear: Time unit was cancelled/stood down from the call

* HCPS Response Time is calculated from time *first* vehicle is allocated to the incident
ORH Response Time is usually calculated from time call answered

Huron County Paramedic Services

P4 Call Components by Period of Day

Sample Period: 01/06/2016 to 31/05/2019

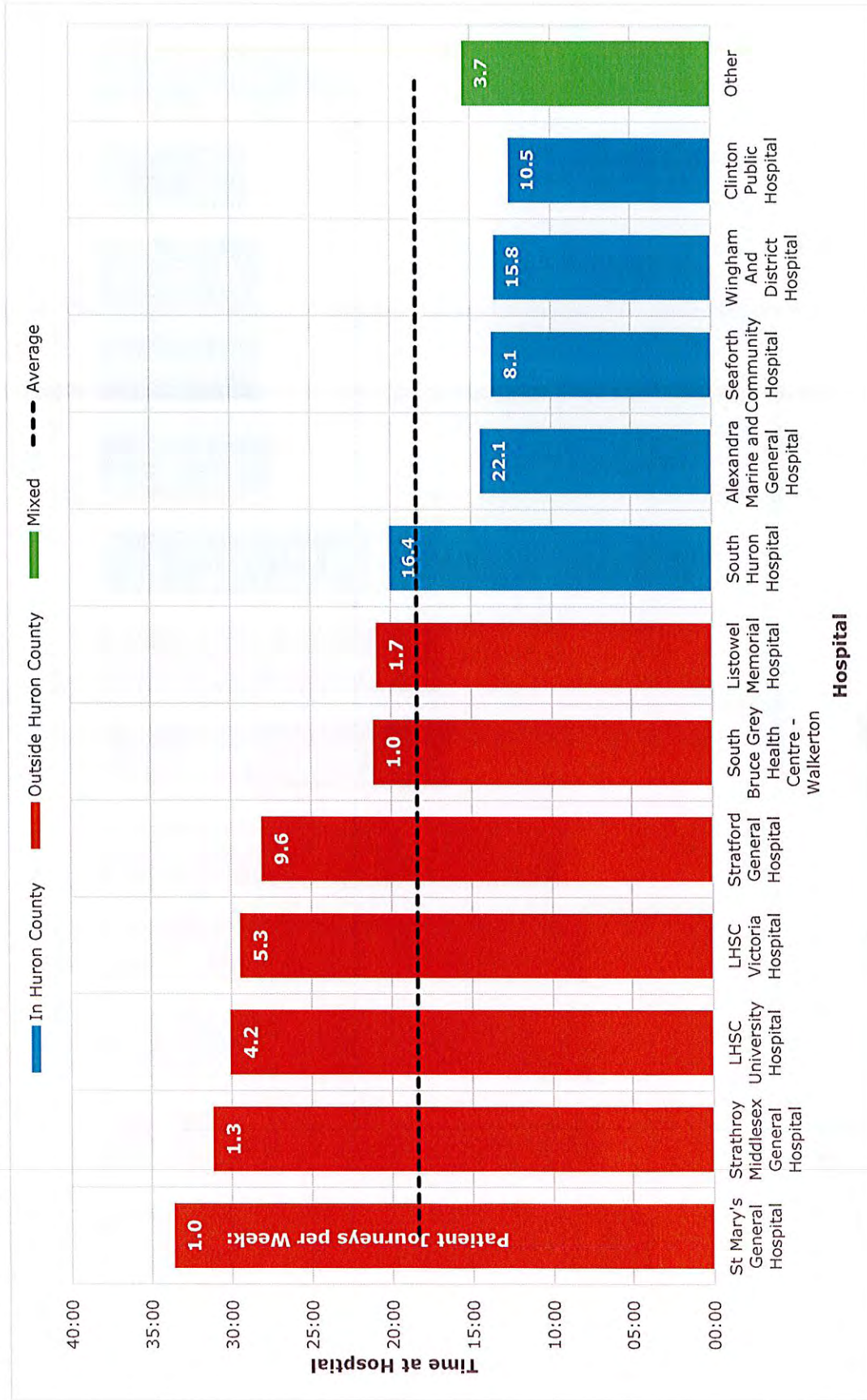


Component		Morning	Afternoon	Evening	Night	Total
		06:00 - 12:00	12:00 - 18:00	18:00 - 00:00	00:00 - 06:00	
CA-T1	Call Answered to T1_CallReceived	01:30	01:55	01:29	01:18	01:36
T1-VA	T1_CallReceived to Vehicle Assign	00:56	01:06	01:06	01:12	01:04
CA-VA	Call Answered to Vehicle Assigned	02:04	02:18	02:22	02:05	02:13
VA-VM	Vehicle Assigned to Vehicle Mobile	01:07	01:07	01:09	01:30	01:11
TTS	Time to Scene	07:45	06:54	07:39	09:03	07:37
TAS	Time at Scene	17:41	17:31	17:42	18:18	17:43
TTH	Time to Hospital	12:25	14:37	15:16	13:26	14:01
TAH	Time at Hospital	17:01	18:48	17:25	15:25	17:29
OCC	Occupied Time	51:16	53:37	55:06	53:20	53:19

Huron County Paramedic Services

Time at Hospital by Hospital

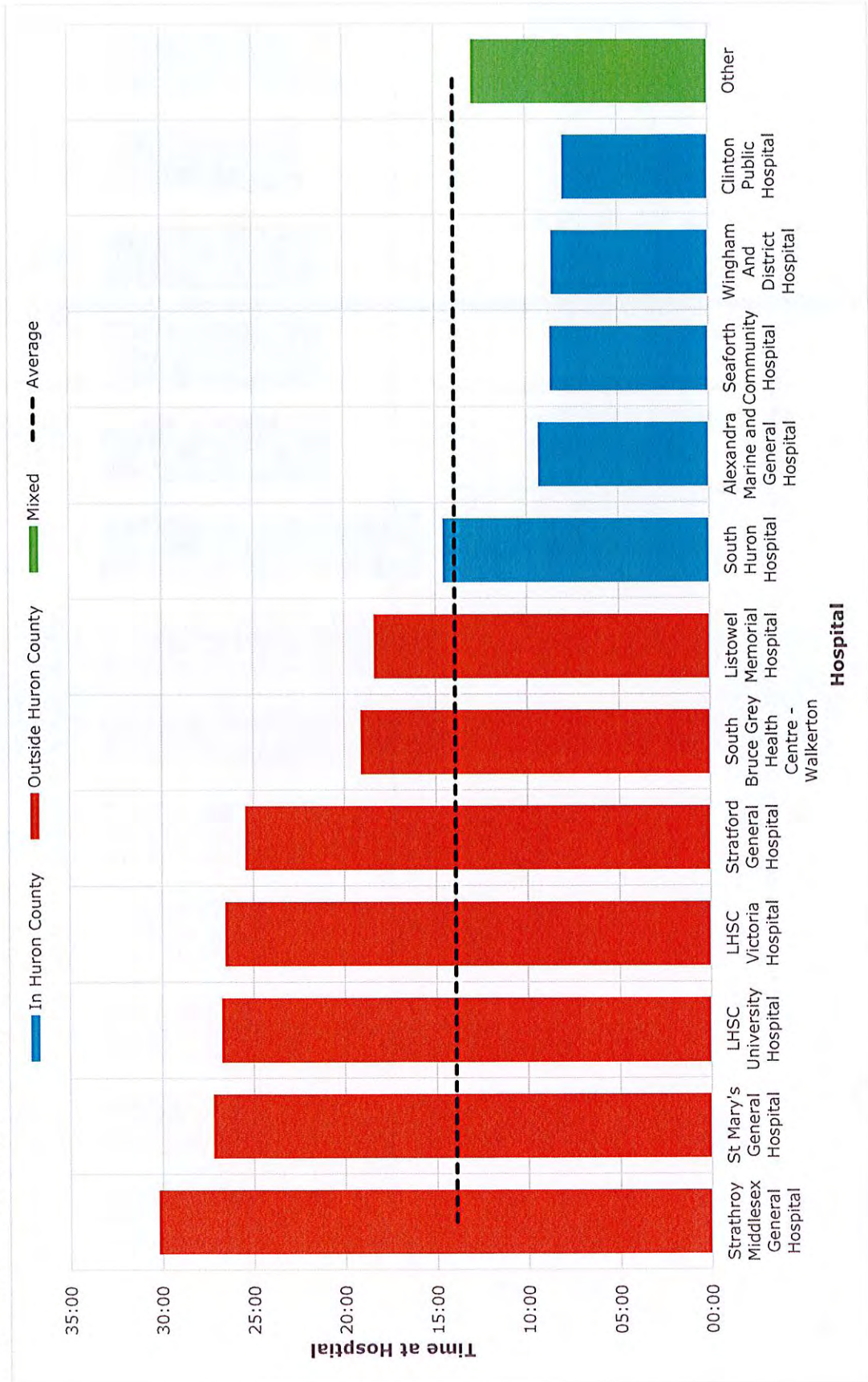
Sample Period: 01/06/2016 to 31/05/2019



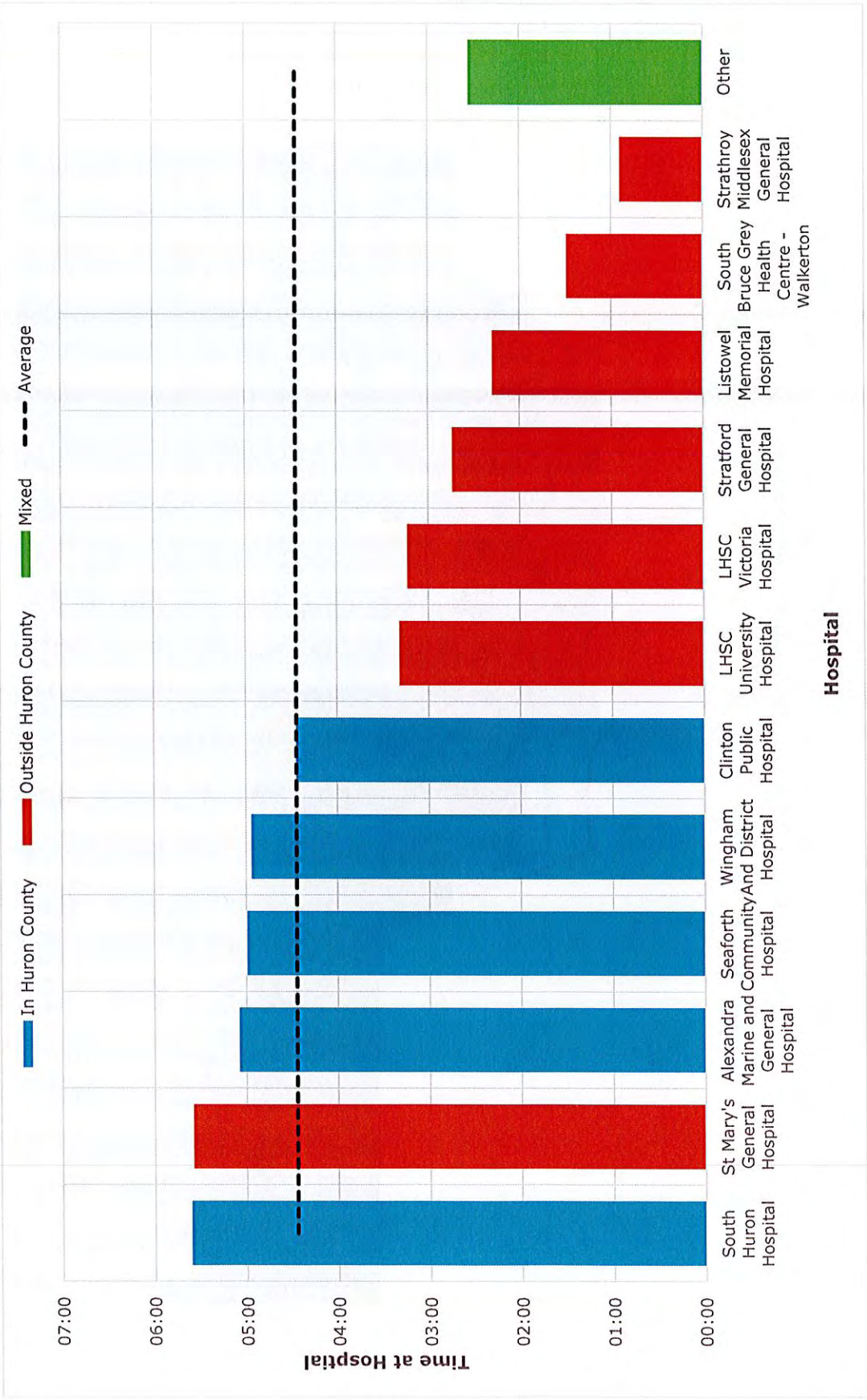
Huron County Paramedic Services

Time at Hospital by Hospital: Arrival to Patient Handover

Sample Period: 01/06/2016 to 31/05/2019



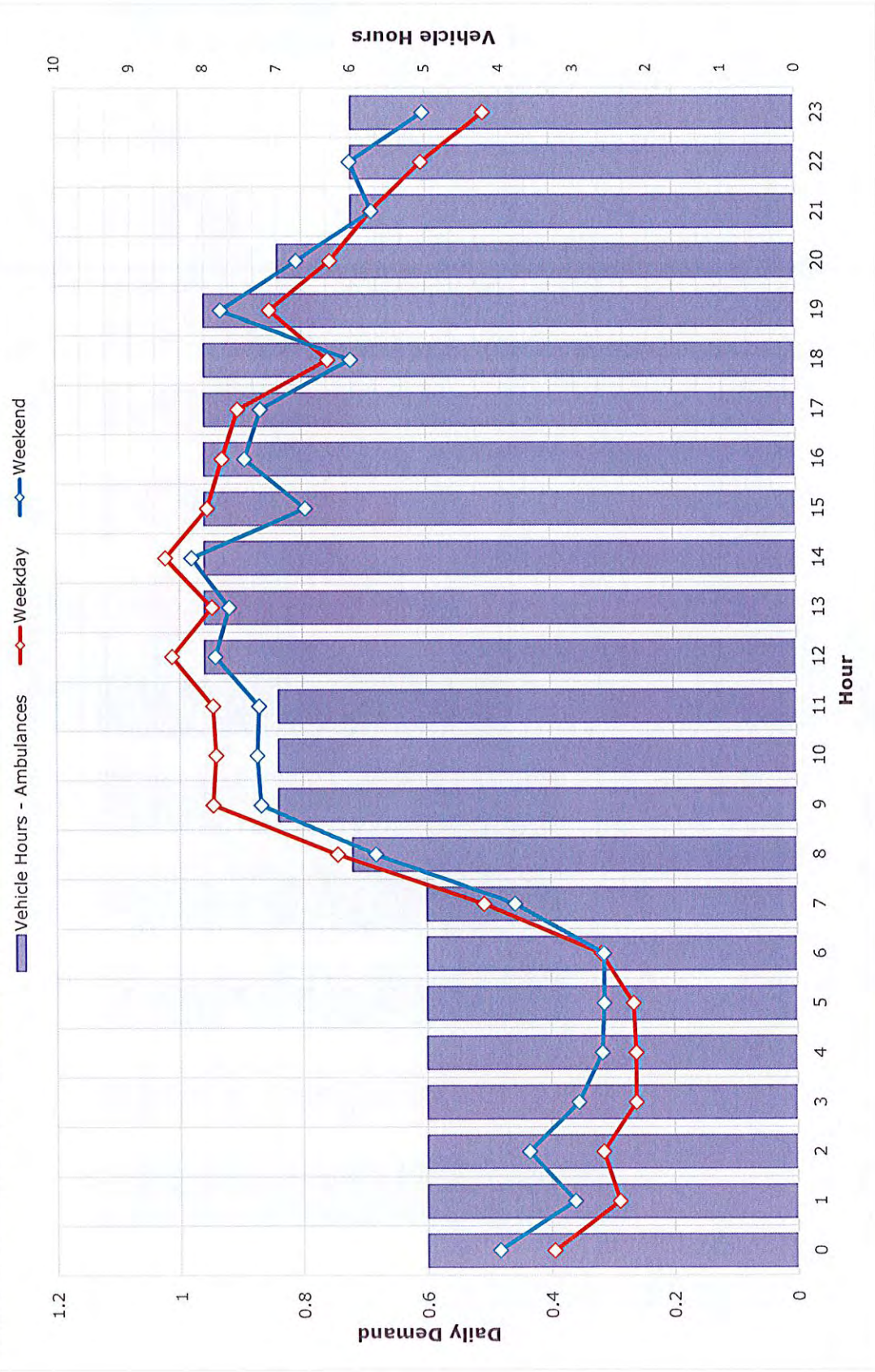
Huron County Paramedic Services
Time at Hospital by Hospital: Patient Handover to Clear
Sample Period: 01/06/2016 to 31/05/2019

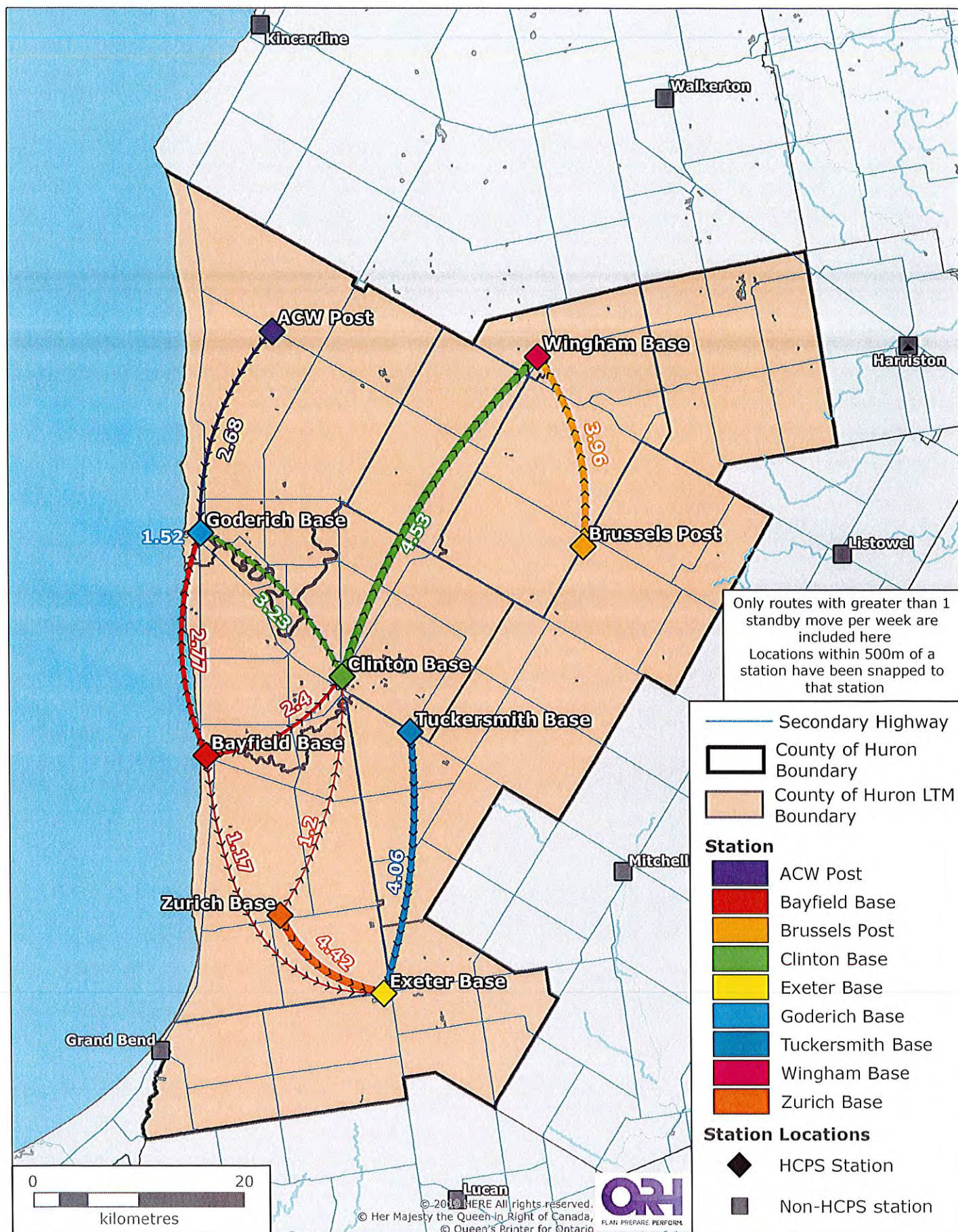


Huron County Paramedic Services

Demand-Resource Matching

Sample Period: 01/06/2016 to 31/05/2019





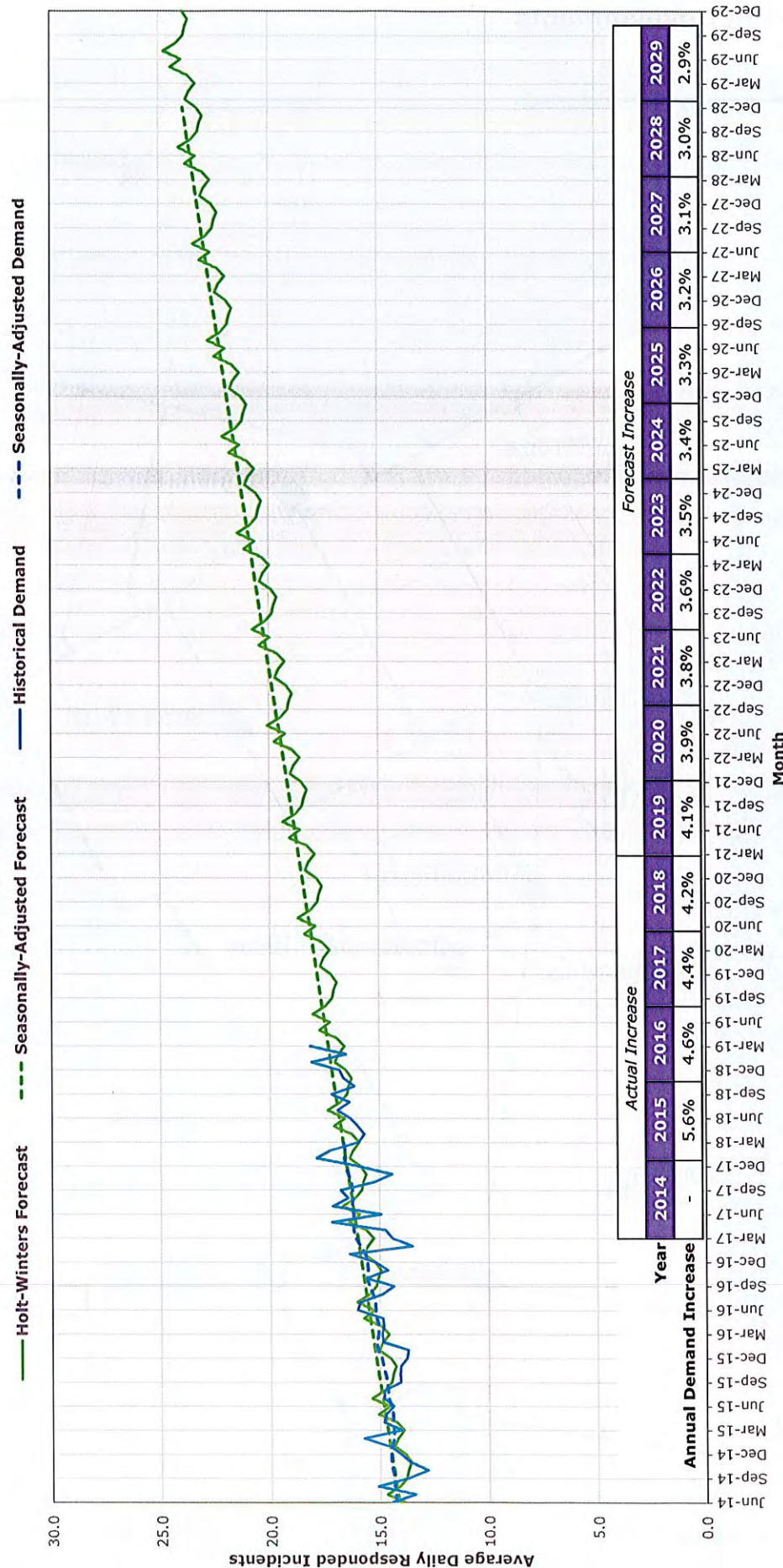
C Demand Projections

C1 Holt-Winters Projection

C2 Future County Developments

C3 Future Demand Profile with Developments

Huron County Paramedic Services
Holt-Winters Forecasting - Average Daily P1 to P4 HCPS Responded Incidents
 Based on June 2014 to May 2019

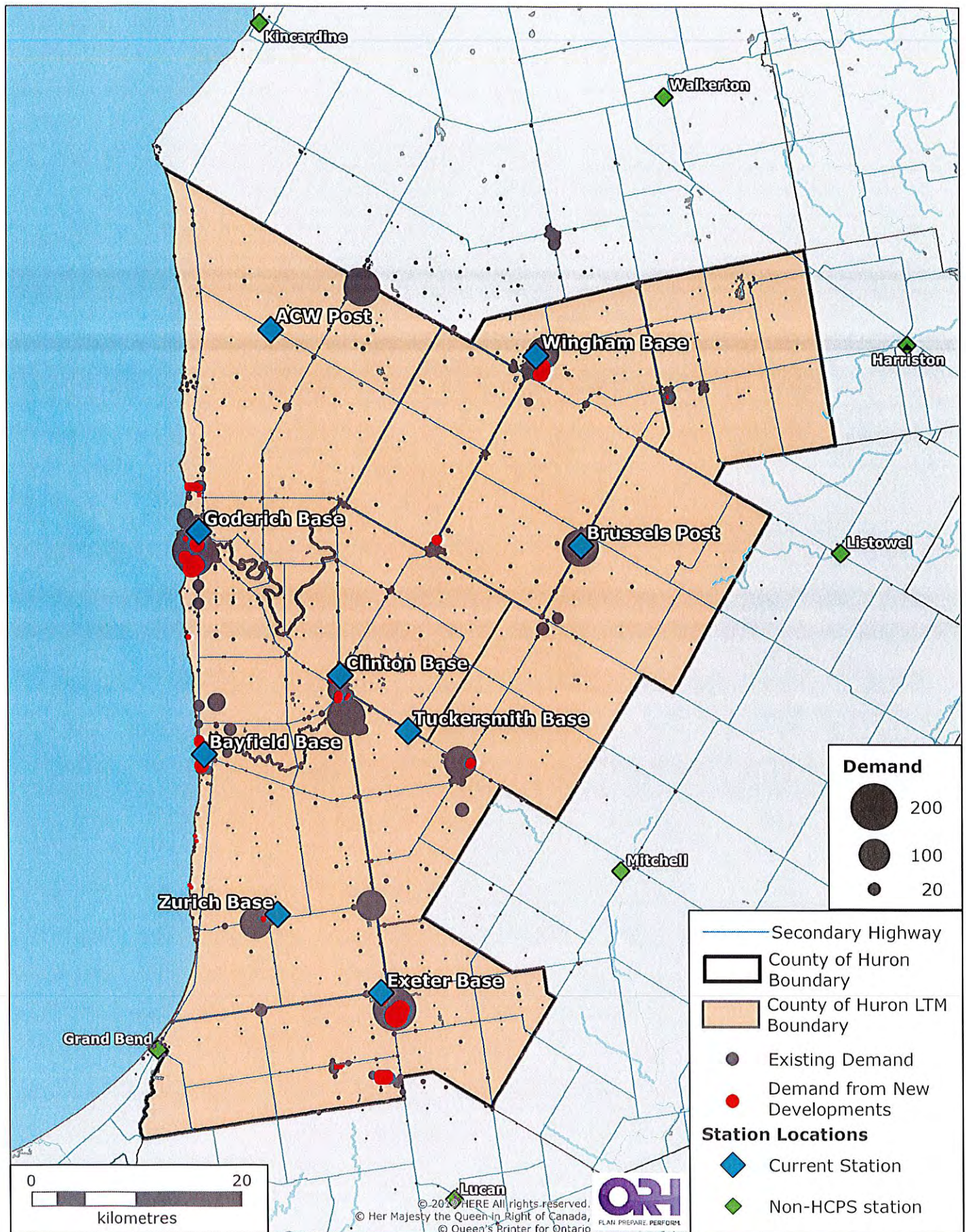




Future Housing Developments - Demand

Based on Current Demand Rates

C3



D Model Validation and Base Position

D1 AmbSim Overview

D2 Model Validation: Analyzed vs Validated

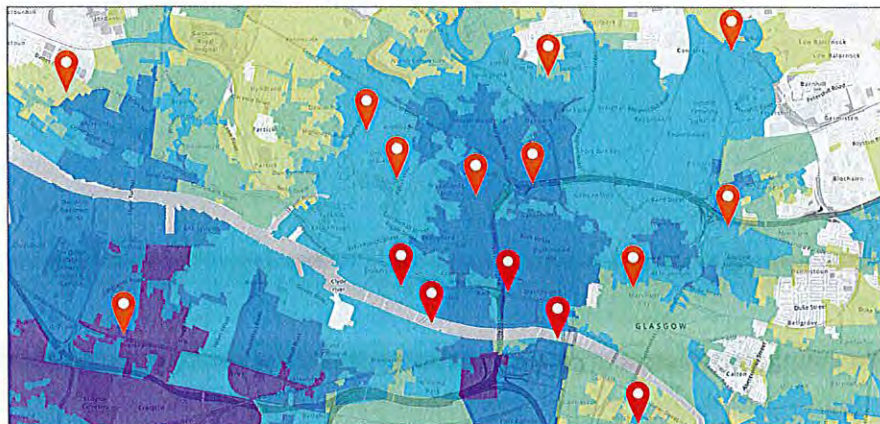
D2a P4 Response Time Distribution

D2b Ambulance Utilization by Hour

D3 Base Position Modelling Results

AmbSim

ORH Ambulance Simulation Model



KEY BENEFITS

- Quickly identifies the impact of future changes on response performance and utilization
- Quantifies seasonal vehicle and staffing requirements to meet national standards in future scenarios
- Examines impacts of changes in individual or multiple interrelated operational factors

Simulating potential changes and understanding their impacts

KEY FACTS

- Used in numerous studies worldwide
- Built on historical analysis
- Validated against known operations
- Risk-free environment for testing
- Evidence base for change

ABOUT AMBSIM

AmbSim is a simulation model that replicates the key characteristics of an ambulance service to predict future behaviour and performance under a variety of different scenarios. AmbSim is used by ORH consultants for ambulance service reviews, and in-house by services worldwide.

AMBSIM'S APPROACH

Demand is generated in AmbSim in accordance with historical data. Vehicles within the model respond to this demand according to their proximity and the desired dispatch protocols; dispatch rules can be based on any combination of categorization systems, resource types and staff skills.

ORH analyzes Automatic Vehicle Location data to understand variation in road speeds by time, location, road classification and vehicle type. These are fed into the model to ensure that travel times accurately replicate reality.

Resources within AmbSim can reflect both actual and planned rosters. This allows the user to identify required changes in resource levels/balance in specific detail.

Time components of the job cycle are based on historical analysis and differ by location, day, hour, category, and vehicle type. Along with demand and resourcing, the user can vary these parameters to assess different scenarios.

APPLICATION

AmbSim can be used to devise optimal operational models and resourcing by location, time, vehicle type and staff skill. Different demand levels and combinations of operational parameters can be incorporated to provide an evidence base for informed decision making. Inputs and parameters are flexible and can be updated to reflect changes that are within the control of the service and those that are external, such as hospital configuration.



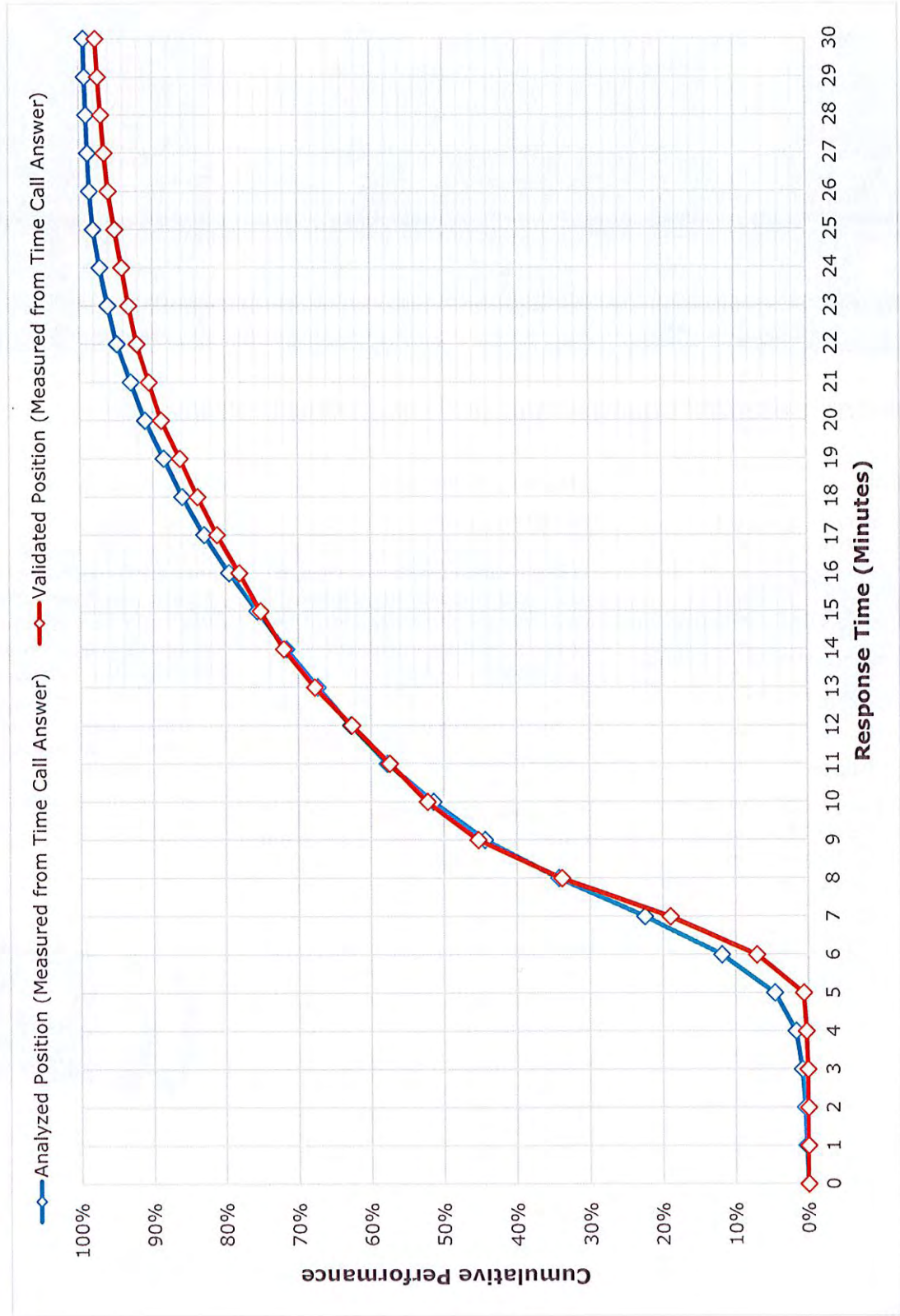
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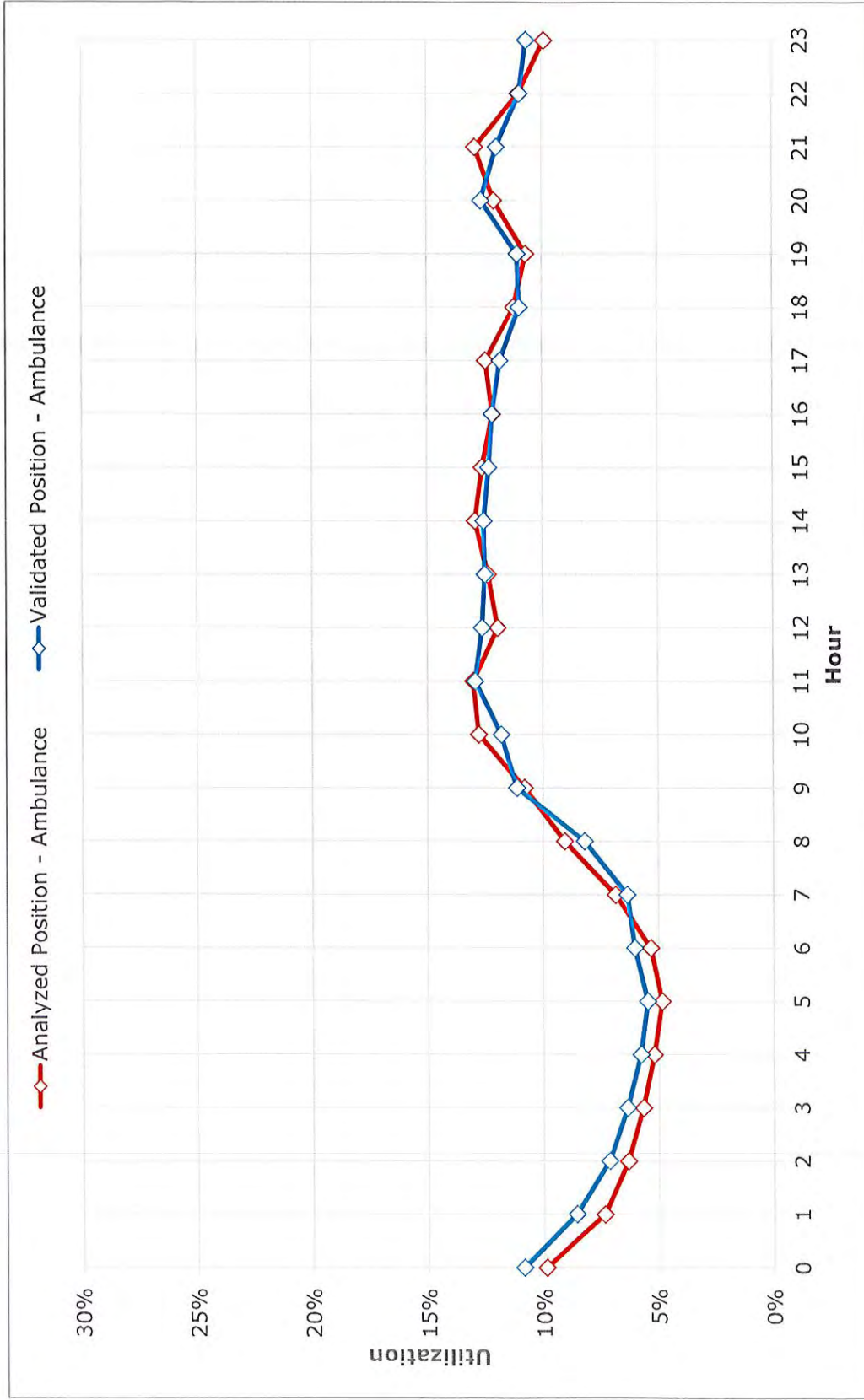
Huron County Paramedic Services

AmbSim Validation: P4 Response Time Distribution



Huron County Paramedic Services

AmbSim Validation: Utilization by Hour of Day



Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing Validated Position and 2019 Base Position

8-Minute Performance

LTM	Validated Position	2019 Base Position	Impact
ACW	28.5%	28.4%	-0.2%
Bluewater	34.6%	34.5%	-0.2%
Central Huron	66.6%	66.1%	-0.5%
Goderich	90.0%	89.0%	-0.9%
Howick	1.2%	1.1%	-0.1%
Huron East	38.6%	37.7%	-1.0%
Morris-Turnberry	55.7%	54.5%	-1.2%
North Huron	68.2%	66.9%	-1.4%
South Huron	69.9%	69.3%	-0.6%
Out of Area	15.9%	15.9%	0.0%
Overall	55.2%	54.2%	-1.0%

12-Minute Performance

LTM	Validated Position	2019 Base Position	Impact
ACW	57.6%	57.4%	-0.2%
Bluewater	65.1%	64.7%	-0.4%
Central Huron	85.1%	84.7%	-0.3%
Goderich	96.4%	95.7%	-0.7%
Howick	12.1%	11.3%	-0.8%
Huron East	68.3%	67.3%	-1.0%
Morris-Turnberry	74.3%	72.6%	-1.6%
North Huron	83.2%	81.6%	-1.5%
South Huron	90.5%	89.9%	-0.5%
Out of Area	32.7%	32.2%	-0.5%
Overall	74.7%	73.6%	-1.1%

17-Minute Performance

LTM	Validated Position	2019 Base Position	Impact
ACW	85.2%	84.9%	-0.2%
Bluewater	89.3%	89.1%	-0.2%
Central Huron	95.6%	95.4%	-0.2%
Goderich	98.9%	98.6%	-0.3%
Howick	71.1%	69.8%	-1.3%
Huron East	82.2%	81.7%	-0.5%
Morris-Turnberry	91.3%	90.5%	-0.8%
North Huron	94.8%	93.9%	-0.8%
South Huron	98.2%	98.0%	-0.2%
Out of Area	72.0%	71.4%	-0.6%
Overall	90.5%	89.9%	-0.6%

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing Validated Position and 2019 Base Position

Annual P4 Incidents outside 8-minute Target

LTM	Validated Position	2019 Base Position	Impact
ACW	125	130	6
Bluewater	224	254	31
Central Huron	146	158	12
Goderich	52	65	13
Howick	62	70	8
Huron East	240	239	-1
Morris-Turnberry	68	73	4
North Huron	80	97	17
South Huron	167	164	-3
Out of Area	275	324	49
Overall	1,439	1,573	135

Annual P4 Incidents outside 12-minute Target

LTM	Validated Position	2019 Base Position	Impact
ACW	74	77	3
Bluewater	119	137	18
Central Huron	65	71	6
Goderich	19	25	7
Howick	55	62	7
Huron East	124	125	1
Morris-Turnberry	40	44	4
North Huron	43	54	11
South Huron	53	54	1
Out of Area	220	261	41
Overall	811	911	100

Annual P4 Incidents outside 17-minute Target

LTM	Validated Position	2019 Base Position	Impact
ACW	26	27	2
Bluewater	36	42	6
Central Huron	19	21	2
Goderich	6	8	2
Howick	18	21	3
Huron East	69	70	1
Morris-Turnberry	13	15	2
North Huron	13	18	5
South Huron	10	11	1
Out of Area	92	110	18
Overall	303	344	41

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing Validated Position and 2019 Base Position

Average (Mean) Response Time (mm:ss)

LTM	Validated Position	2019 Base Position	Impact
ACW	11:51	11:55	00:04
Bluewater	10:30	10:33	00:03
Central Huron	06:57	07:01	00:04
Goderich	06:01	06:06	00:06
Howick	15:49	15:58	00:09
Huron East	10:52	10:58	00:06
Morris-Turnberry	08:51	09:05	00:14
North Huron	07:34	07:48	00:14
South Huron	07:19	07:23	00:04
Out of Area	14:00	14:03	00:04
Overall	09:01	09:11	00:10

90th Percentile (mm:ss)

LTM	Validated Position	2019 Base Position	Impact
ACW	18:52	18:56	00:04
Bluewater	17:14	17:19	00:05
Central Huron	14:14	14:23	00:08
Goderich	08:01	08:16	00:15
Howick	20:07	20:32	00:25
Huron East	19:58	20:01	00:03
Morris-Turnberry	16:23	16:48	00:24
North Huron	13:39	14:03	00:23
South Huron	11:53	12:02	00:09
Out of Area	20:36	20:45	00:08
Overall	16:48	17:03	00:15

95th Percentile (mm:ss)

LTM	Validated Position	2019 Base Position	Impact
ACW	21:34	21:39	00:06
Bluewater	19:22	19:28	00:06
Central Huron	16:28	16:39	00:11
Goderich	09:47	10:33	00:46
Howick	23:24	23:35	00:11
Huron East	22:10	22:15	00:05
Morris-Turnberry	19:31	19:49	00:18
North Huron	17:12	17:53	00:41
South Huron	13:58	14:04	00:06
Out of Area	23:42	23:44	00:03
Overall	19:30	19:45	00:15

Note:

Response Time measured from Time Assigned

E Station Configuration

E1 Blank Canvas Modelling Results (HCPS Responded Demand)

E2 Blank Canvas Station Configuration

E2a Current P4 Huron Demand

E2b 2029 P4 HCPS Responded Demand in Huron (with Developments)

E3 Seaforth Site Search Map

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2019 Base Position and Blank Canvas Optimization

8-Minute Performance

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	28.4%	19.4%	-9.0%
Bluewater	34.5%	33.6%	-0.8%
Central Huron	66.1%	61.9%	-4.2%
Goderich	89.0%	90.1%	1.1%
Howick	1.1%	2.4%	1.3%
Huron East	37.7%	50.7%	13.0%
Morris-Turnberry	54.5%	55.8%	1.3%
North Huron	66.9%	66.7%	-0.2%
South Huron	69.3%	74.0%	4.7%
Out of Area	15.9%	33.9%	18.0%
Overall	54.2%	57.7%	3.5%

12-Minute Performance

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	57.4%	49.7%	-7.7%
Bluewater	64.7%	61.1%	-3.6%
Central Huron	84.7%	80.9%	-3.8%
Goderich	95.7%	96.1%	0.4%
Howick	11.3%	17.8%	6.5%
Huron East	67.3%	68.0%	0.6%
Morris-Turnberry	72.6%	73.9%	1.2%
North Huron	81.6%	77.7%	-3.9%
South Huron	89.9%	91.7%	1.8%
Out of Area	32.2%	39.4%	7.2%
Overall	73.6%	73.6%	0.0%

17-Minute Performance

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	84.9%	80.3%	-4.6%
Bluewater	89.1%	88.1%	-1.0%
Central Huron	95.4%	95.4%	-0.1%
Goderich	98.6%	99.0%	0.4%
Howick	69.8%	76.1%	6.3%
Huron East	81.7%	82.8%	1.1%
Morris-Turnberry	90.5%	92.6%	2.1%
North Huron	93.9%	95.2%	1.3%
South Huron	98.0%	98.5%	0.5%
Out of Area	71.4%	72.3%	0.8%
Overall	89.9%	90.4%	0.5%

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2019 Base Position and Blank Canvas Optimization

Annual P4 Incidents outside 8-minute Target

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	130	146	16
Bluewater	254	258	3
Central Huron	158	178	20
Goderich	65	58	-7
Howick	70	69	-1
Huron East	239	189	-50
Morris-Turnberry	73	70	-2
North Huron	97	98	1
South Huron	164	139	-25
Out of Area	324	254	-69
Overall	1,573	1,459	-114

Annual P4 Incidents outside 12-minute Target

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	77	91	14
Bluewater	137	151	14
Central Huron	71	89	18
Goderich	25	23	-2
Howick	62	58	-5
Huron East	125	123	-2
Morris-Turnberry	44	42	-2
North Huron	54	65	11
South Huron	54	44	-10
Out of Area	261	233	-28
Overall	911	920	9

Annual P4 Incidents outside 17-minute Target

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	27	36	8
Bluewater	42	46	4
Central Huron	21	22	0
Goderich	8	6	-2
Howick	21	17	-4
Huron East	70	66	-4
Morris-Turnberry	15	12	-3
North Huron	18	14	-4
South Huron	11	8	-2
Out of Area	110	107	-3
Overall	344	333	-11

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2019 Base Position and Blank Canvas Optimization

Average (Mean) Response Time (mm:ss)

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	11:55	12:53	00:58
Bluewater	10:33	10:32	-00:01
Central Huron	07:01	07:01	-00:00
Goderich	06:06	05:07	-01:00
Howick	15:58	15:05	-00:52
Huron East	10:58	08:58	-02:00
Morris-Turnberry	09:05	08:40	-00:24
North Huron	07:48	07:59	00:11
South Huron	07:23	05:58	-01:25
Out of Area	14:03	12:24	-01:39
Overall	09:11	08:22	-00:49

90th Percentile (mm:ss)

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	18:56	20:13	01:17
Bluewater	17:19	18:01	00:42
Central Huron	14:23	14:24	00:02
Goderich	08:16	07:58	-00:17
Howick	20:32	19:52	-00:40
Huron East	20:01	19:10	-00:51
Morris-Turnberry	16:48	16:01	-00:47
North Huron	14:03	14:16	00:13
South Huron	12:02	11:20	-00:42
Out of Area	20:45	20:29	-00:16
Overall	17:03	16:49	-00:13

95th Percentile (mm:ss)

LTM	2019 Base Position	Blank Canvas Optimization	Impact
ACW	21:39	22:31	00:52
Bluewater	19:28	19:45	00:17
Central Huron	16:39	16:43	00:04
Goderich	10:33	09:58	-00:34
Howick	23:35	23:32	-00:02
Huron East	22:15	20:51	-01:24
Morris-Turnberry	19:49	19:26	-00:23
North Huron	17:53	16:46	-01:07
South Huron	14:04	13:39	-00:25
Out of Area	23:44	23:29	-00:15
Overall	19:45	19:28	-00:17

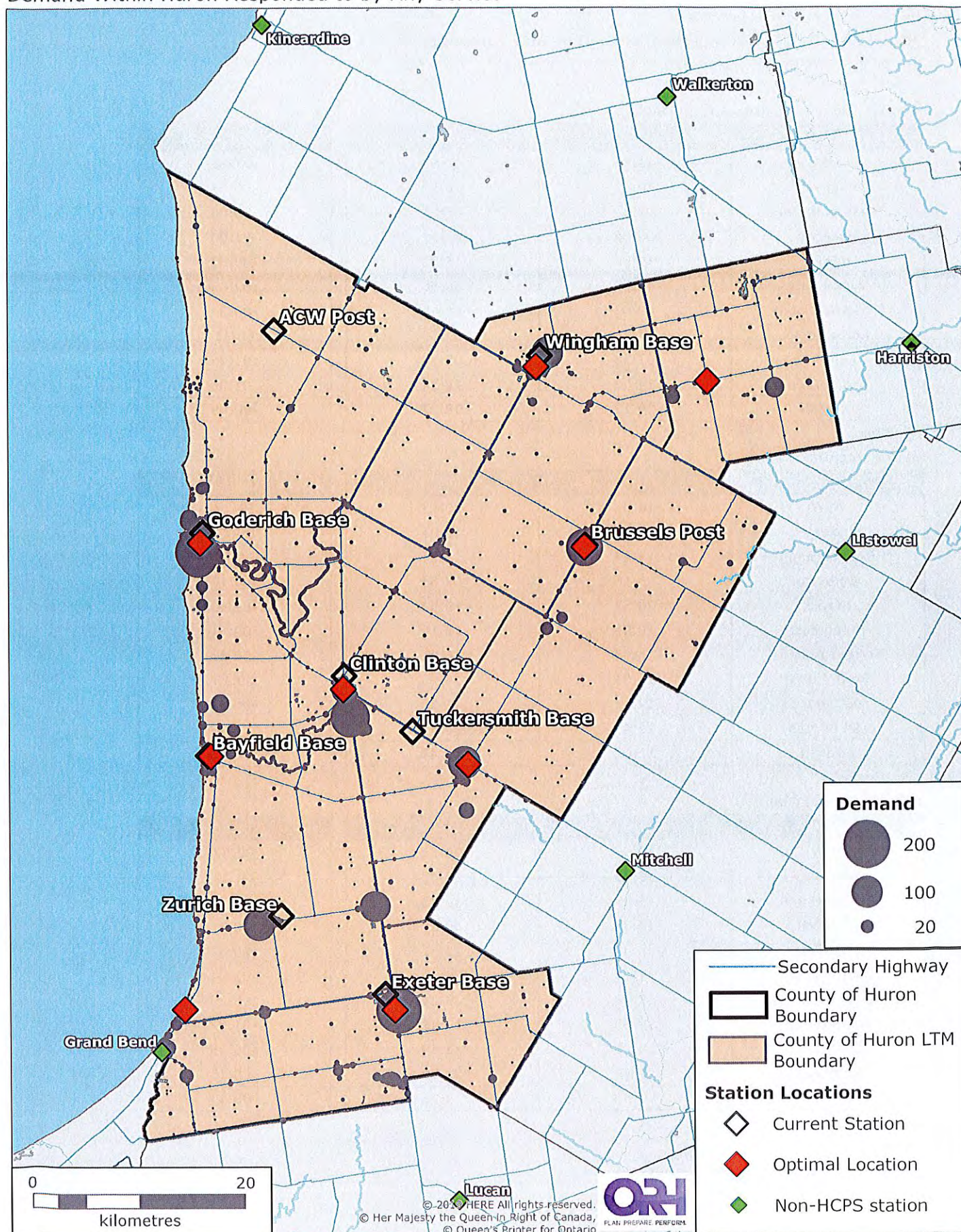
Note:

Response Time measured from Time Assigned

Blank Canvas Location Optimization

E2a

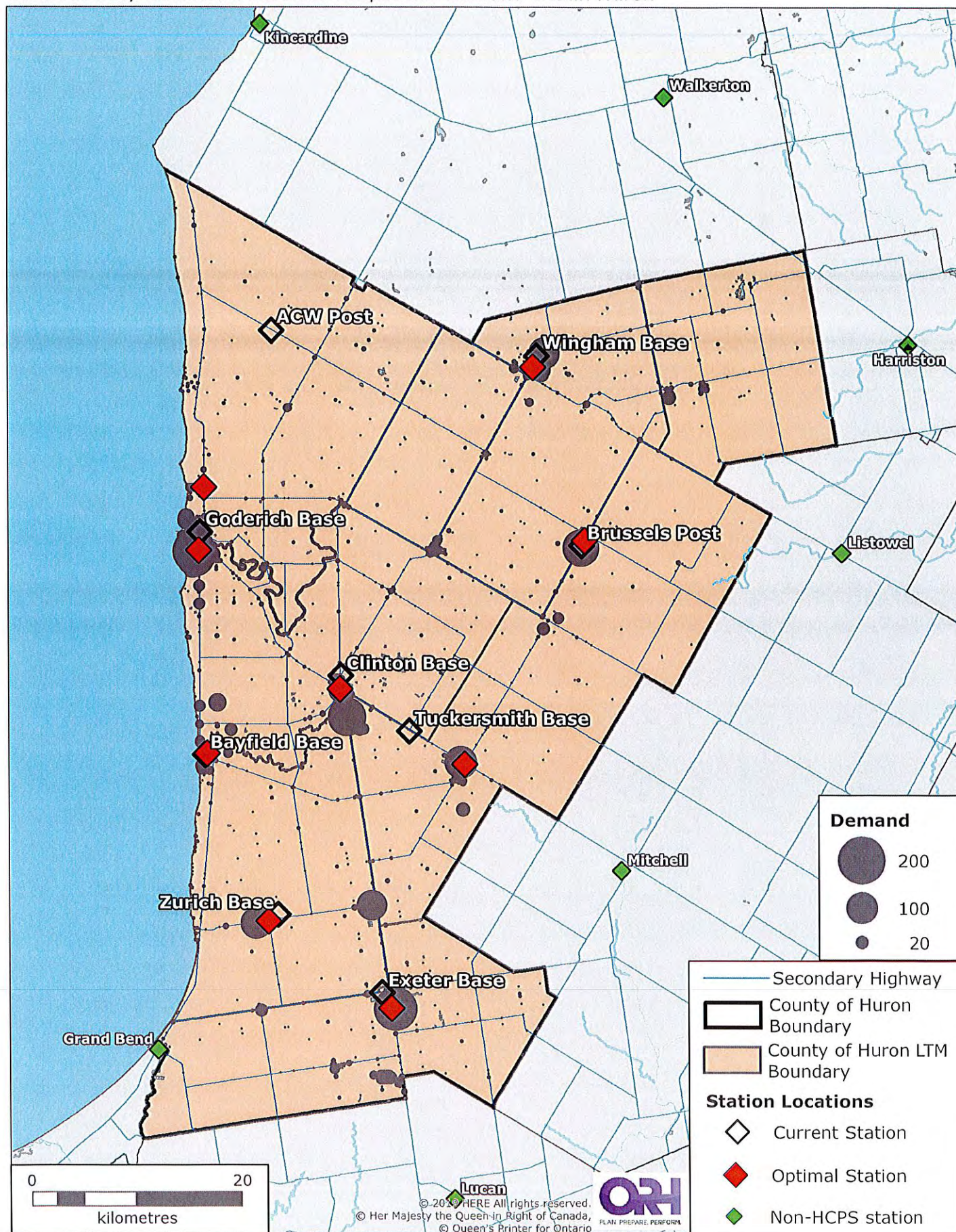
Demand Within Huron Responded to by Any Service

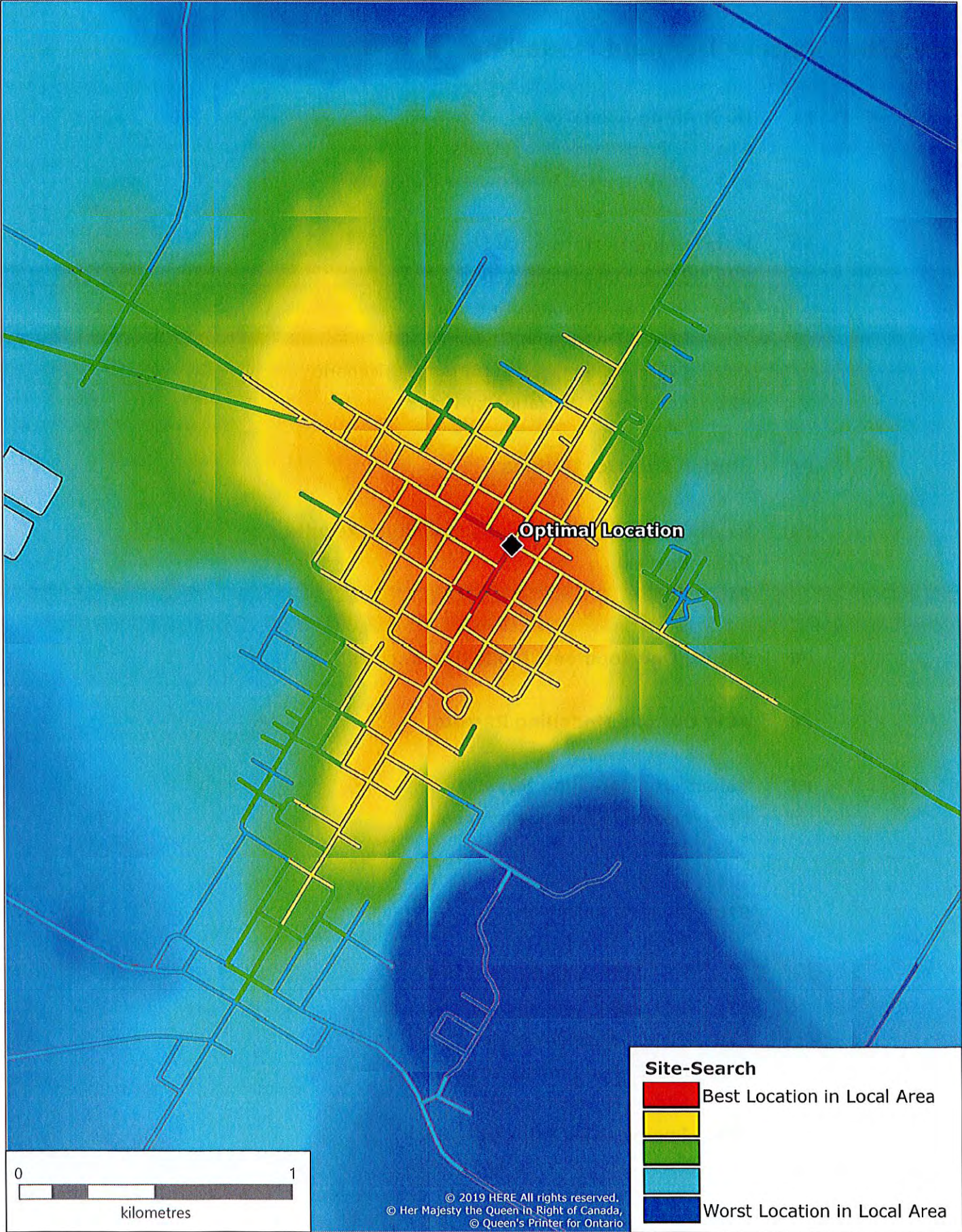


Blank Canvas Location Optimization Future Developments

E2b

Huron County Paramedic Services Responded Demand Within Huron





F Future Demand Modelling

F1 Do Nothing Scenario

F1a 2029 P4 Modelling Results

F1b 2019 to 2029 Performance Trajectory

F2 Maintaining Performance Scenario

F2a 2029 P4 Modelling Results

F2b P4 Mean Response Time Map

F2b-i Do Nothing Scenario

F2b-ii Maintaining Performance Scenario

F2c Ambulance Utilization by Hour

F3 Station Capacity Options

F4 Bayfield and Zurich Options Modelling Results

F4a Bayfield

F4b Zurich

F5 Future Developments Modelling Results

F6 ACW Options Modelling Results

F7 Sensitivity Modelling Results

F7a Demand Projection Variation

F7a-i Lower Cap

F7a-ii Higher Cap

F7b Demand Reduction

F7b-i 10% Reduction

F7b-ii 20% Reduction

F7c Increased Treat and Release

F7d Clinton Hospital Closure

F7d-I Performance Impact

F7d-ii Hospital Profile

F7e Improving Performance

F Future Demand Modelling

F7f Time at Hospital Variation

F7f-i 10% Increase

F7f-ii 20% Increase

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2019 Base Position and 2029 Do Nothing

8-Minute Performance

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	28.4%	25.7%	-2.6%
Bluewater	34.5%	31.3%	-3.2%
Central Huron	66.1%	61.0%	-5.1%
Goderich	89.0%	83.3%	-5.7%
Howick	1.1%	1.5%	0.4%
Huron East	37.7%	32.5%	-5.2%
Morris-Turnberry	54.5%	49.6%	-4.9%
North Huron	66.9%	60.6%	-6.3%
South Huron	69.3%	64.4%	-4.9%
Out of Area	15.9%	16.1%	0.2%
Overall	54.2%	49.7%	-4.5%

12-Minute Performance

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	57.4%	54.3%	-3.1%
Bluewater	64.7%	61.0%	-3.6%
Central Huron	84.7%	80.4%	-4.3%
Goderich	95.7%	90.6%	-5.1%
Howick	11.3%	11.7%	0.4%
Huron East	67.3%	61.3%	-6.0%
Morris-Turnberry	72.6%	66.6%	-6.0%
North Huron	81.6%	74.8%	-6.8%
South Huron	89.9%	84.5%	-5.4%
Out of Area	32.2%	30.8%	-1.4%
Overall	73.6%	68.9%	-4.7%

17-Minute Performance

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	84.9%	81.6%	-3.3%
Bluewater	89.1%	86.8%	-2.3%
Central Huron	95.4%	93.9%	-1.5%
Goderich	98.6%	96.7%	-2.0%
Howick	69.8%	65.6%	-4.2%
Huron East	81.7%	78.1%	-3.6%
Morris-Turnberry	90.5%	85.6%	-4.9%
North Huron	93.9%	88.9%	-5.0%
South Huron	98.0%	94.4%	-3.6%
Out of Area	71.4%	68.8%	-2.6%
Overall	89.9%	86.9%	-3.0%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2019 Base Position and 2029 Do Nothing

Annual P4 Incidents outside 8-minute Target

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	130	222	92
Bluewater	254	418	164
Central Huron	158	293	134
Goderich	65	149	84
Howick	70	121	51
Huron East	239	424	185
Morris-Turnberry	73	112	40
North Huron	97	204	107
South Huron	164	259	95
Out of Area	324	497	173
Overall	1,573	2,699	1,126

Annual P4 Incidents outside 12-minute Target

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	77	136	59
Bluewater	137	237	100
Central Huron	71	147	76
Goderich	25	83	58
Howick	62	109	46
Huron East	125	243	118
Morris-Turnberry	44	75	31
North Huron	54	130	77
South Huron	54	112	59
Out of Area	261	410	149
Overall	911	1,684	773

Annual P4 Incidents outside 17-minute Target

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	27	55	28
Bluewater	42	81	38
Central Huron	21	46	25
Goderich	8	30	22
Howick	21	42	21
Huron East	70	137	67
Morris-Turnberry	15	32	17
North Huron	18	57	40
South Huron	11	41	30
Out of Area	110	185	75
Overall	344	706	362

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2019 Base Position and 2029 Do Nothing

Average (Mean) Response Time (mm:ss)

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	11:55	12:29	00:34
Bluewater	10:33	11:04	00:31
Central Huron	07:01	07:42	00:40
Goderich	06:06	06:45	00:38
Howick	15:58	16:57	00:59
Huron East	10:58	11:43	00:45
Morris-Turnberry	09:05	10:08	01:03
North Huron	07:48	08:56	01:08
South Huron	07:23	08:13	00:49
Out of Area	14:03	14:34	00:31
Overall	09:11	09:56	00:45

90th Percentile (mm:ss)

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	18:56	20:02	01:06
Bluewater	17:19	18:03	00:44
Central Huron	14:23	15:17	00:54
Goderich	08:16	10:55	02:39
Howick	20:32	23:39	03:07
Huron East	20:01	20:36	00:36
Morris-Turnberry	16:48	19:17	02:30
North Huron	14:03	17:33	03:30
South Huron	12:02	14:03	02:02
Out of Area	20:45	22:03	01:19
Overall	17:03	18:21	01:18

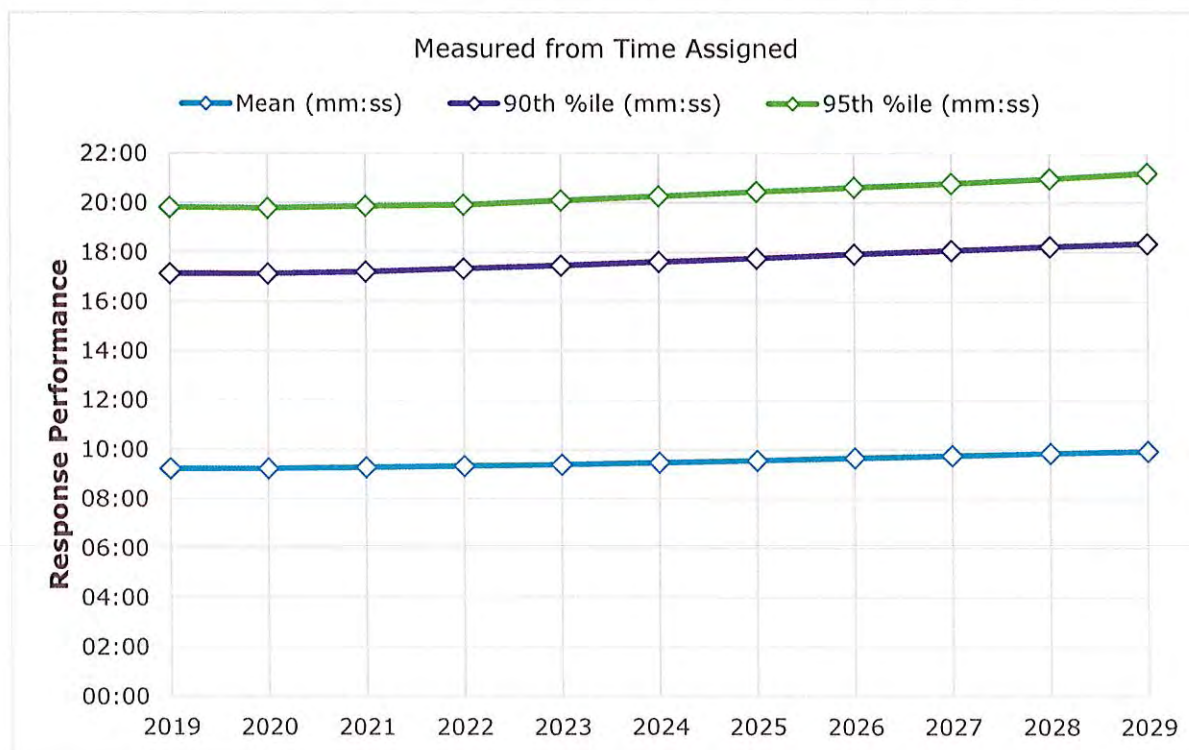
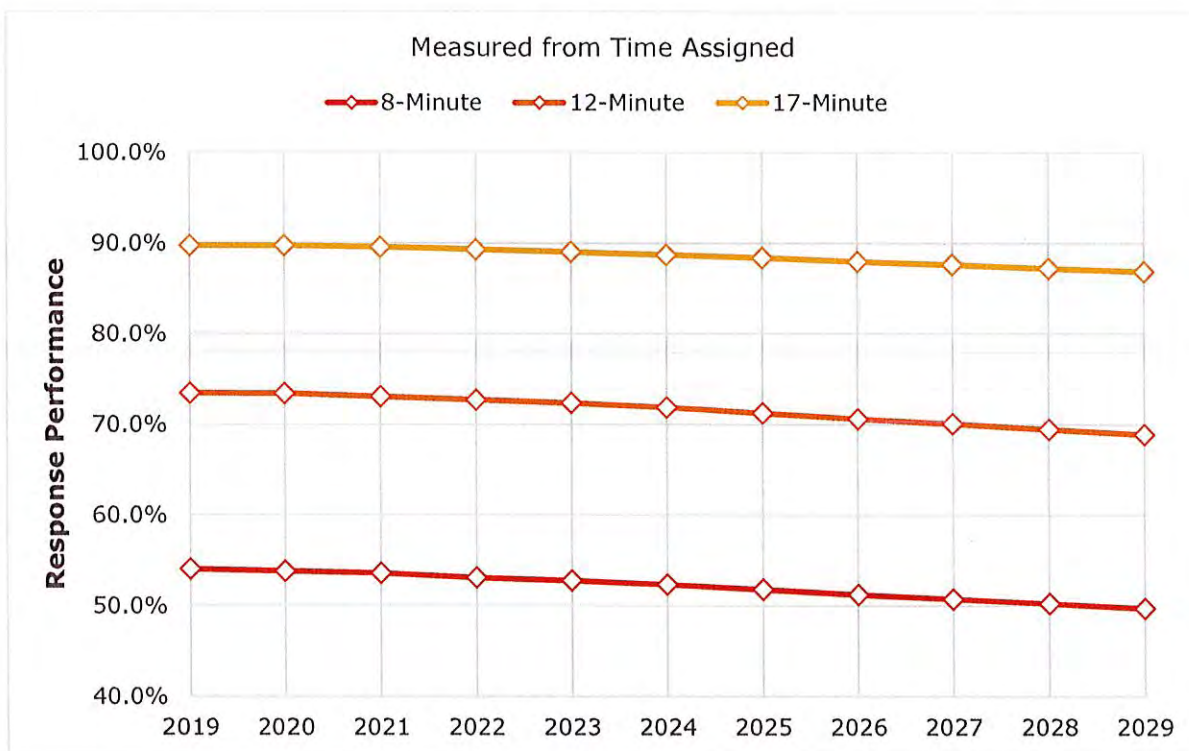
95th Percentile (mm:ss)

LTM	2019 Base Position	2029 Do Nothing	Impact
ACW	21:39	22:44	01:05
Bluewater	19:28	20:18	00:50
Central Huron	16:39	17:42	01:03
Goderich	10:33	15:52	05:20
Howick	23:35	29:45	06:10
Huron East	22:15	22:55	00:39
Morris-Turnberry	19:49	21:59	02:09
North Huron	17:53	20:10	02:18
South Huron	14:04	18:15	04:11
Out of Area	23:44	26:07	02:23
Overall	19:45	21:12	01:27

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Do Nothing Service-wide Response Performance Trajectory

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Do Nothing and 2029 Maintain Performance

8-Minute Performance

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	25.7%	31.2%	5.4%
Bluewater	31.3%	35.6%	4.3%
Central Huron	61.0%	65.1%	4.0%
Goderich	83.3%	93.8%	10.5%
Howick	1.5%	1.4%	-0.1%
Huron East	32.5%	46.8%	14.3%
Morris-Turnberry	49.6%	57.2%	7.6%
North Huron	60.6%	69.7%	9.1%
South Huron	64.4%	74.8%	10.4%
Out of Area	16.1%	16.4%	0.3%
Overall	49.7%	57.0%	7.3%

12-Minute Performance

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	54.3%	60.8%	6.5%
Bluewater	61.0%	63.5%	2.5%
Central Huron	80.4%	82.4%	2.0%
Goderich	90.6%	97.9%	7.3%
Howick	11.7%	11.9%	0.1%
Huron East	61.3%	66.4%	5.1%
Morris-Turnberry	66.6%	75.8%	9.1%
North Huron	74.8%	85.2%	10.4%
South Huron	84.5%	93.5%	9.0%
Out of Area	30.8%	33.5%	2.7%
Overall	68.9%	75.4%	6.5%

17-Minute Performance

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	81.6%	86.2%	4.6%
Bluewater	86.8%	89.1%	2.3%
Central Huron	93.9%	94.9%	1.1%
Goderich	96.7%	99.0%	2.3%
Howick	65.6%	70.9%	5.3%
Huron East	78.1%	83.3%	5.2%
Morris-Turnberry	85.6%	92.1%	6.5%
North Huron	88.9%	95.0%	6.1%
South Huron	94.4%	98.5%	4.1%
Out of Area	68.8%	73.4%	4.5%
Overall	86.9%	90.7%	3.8%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Do Nothing and 2029 Maintain Performance

Annual P4 Incidents outside 8-minute Target

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	222	205	-16
Bluewater	418	392	-26
Central Huron	293	262	-30
Goderich	149	56	-93
Howick	121	121	0
Huron East	424	334	-90
Morris-Turnberry	112	95	-17
North Huron	204	157	-47
South Huron	259	183	-76
Out of Area	497	495	-2
Overall	2,699	2,302	-398

Annual P4 Incidents outside 12-minute Target

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	136	117	-19
Bluewater	237	222	-15
Central Huron	147	132	-15
Goderich	83	19	-65
Howick	109	109	0
Huron East	243	211	-32
Morris-Turnberry	75	54	-20
North Huron	130	77	-54
South Huron	112	47	-65
Out of Area	410	394	-16
Overall	1,684	1,382	-302

Annual P4 Incidents outside 17-minute Target

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	55	41	-14
Bluewater	81	66	-14
Central Huron	46	38	-8
Goderich	30	9	-21
Howick	42	36	-7
Huron East	137	105	-32
Morris-Turnberry	32	18	-14
North Huron	57	26	-32
South Huron	41	11	-30
Out of Area	185	158	-27
Overall	706	508	-198

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Do Nothing and 2029 Maintain Performance

Average (Mean) Response Time (mm:ss)

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	12:29	11:39	-00:50
Bluewater	11:04	10:36	-00:28
Central Huron	07:42	06:58	-00:43
Goderich	06:45	05:39	-01:06
Howick	16:57	15:42	-01:15
Huron East	11:43	09:12	-02:31
Morris-Turnberry	10:08	08:37	-01:30
North Huron	08:56	07:21	-01:35
South Huron	08:13	06:44	-01:28
Out of Area	14:34	13:34	-01:00
Overall	09:56	08:43	-01:13

90th Percentile (mm:ss)

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	20:02	18:42	-01:20
Bluewater	18:03	17:19	-00:44
Central Huron	15:17	14:33	-00:44
Goderich	10:55	07:30	-03:24
Howick	23:39	20:13	-03:26
Huron East	20:36	19:22	-01:15
Morris-Turnberry	19:17	16:01	-03:16
North Huron	17:33	13:11	-04:21
South Huron	14:03	10:54	-03:10
Out of Area	22:03	20:24	-01:39
Overall	18:21	16:43	-01:38

95th Percentile (mm:ss)

LTM	2029 Do Nothing	2029 Maintain Performance	Impact
ACW	22:44	21:40	-01:04
Bluewater	20:18	19:39	-00:39
Central Huron	17:42	17:03	-00:39
Goderich	15:52	08:31	-07:22
Howick	29:45	23:29	-06:16
Huron East	22:55	21:02	-01:52
Morris-Turnberry	21:59	19:25	-02:34
North Huron	20:10	16:57	-03:14
South Huron	18:15	12:53	-05:22
Out of Area	26:07	23:23	-02:44
Overall	21:12	19:25	-01:47

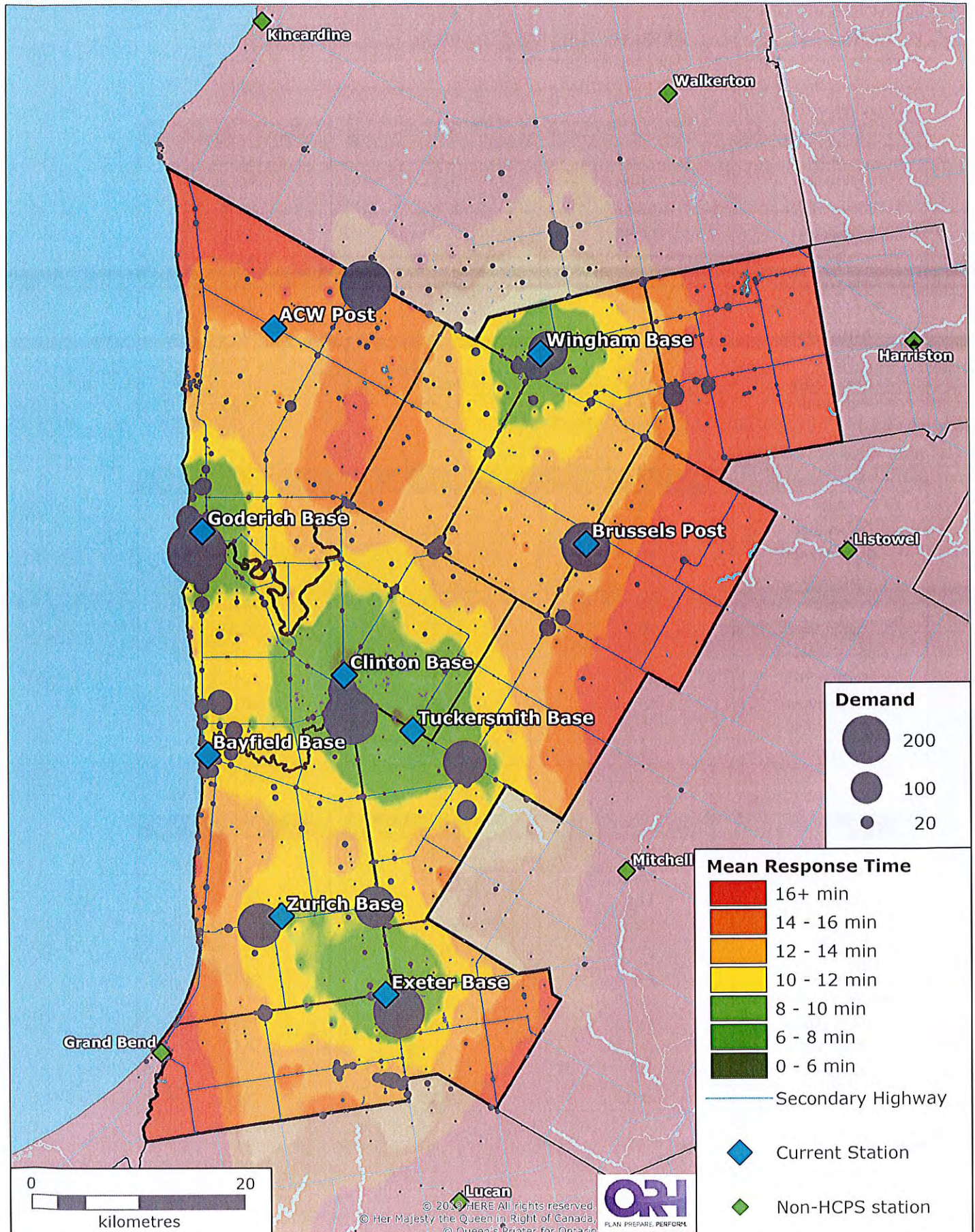
Note:

Response Time measured from Time Notified

P4 Non-Transfer Mean Response Time Heat Map - 2029 Do Nothing

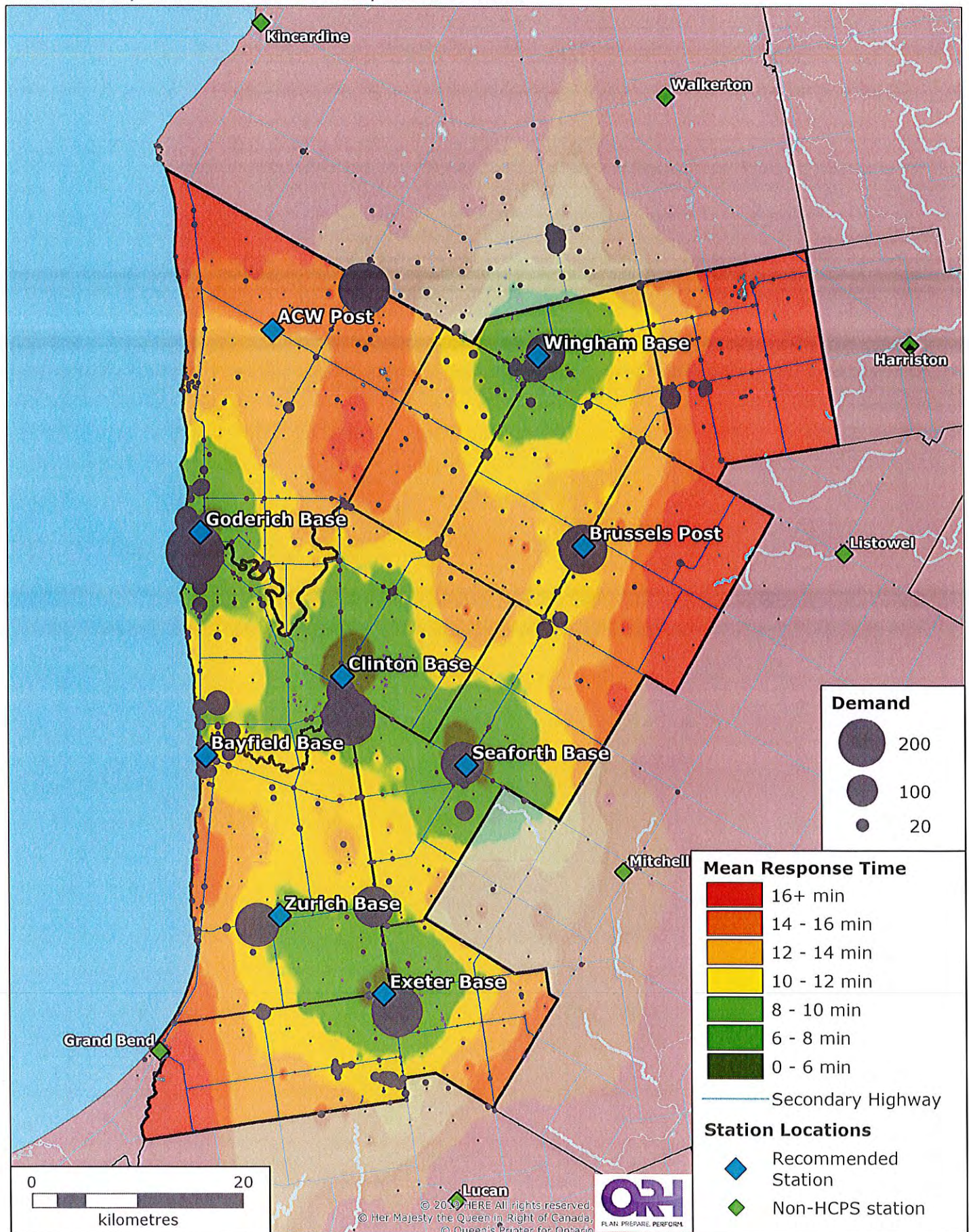
F2b-i

Huron County Paramedic Services Responded Demand



P4 Non-T Mean Response Time Heat Map - 2029 Maintaining Performance F2b-ii

Huron County Paramedic Services Responded Demand



Model Results: Ambulance Utilization

Station	Analyzed Position	2029 Do Nothing	2029 Maintain Performance	2029 Do Nothing Difference	2029 Maintain Performance Difference
Bayfield	10.0%	14.8%	12.1%	4.8%	2.1%
Clinton	9.7%	18.4%	13.2%	8.7%	3.5%
Exeter	12.0%	18.6%	12.2%	6.6%	0.2%
Goderich	7.7%	12.8%	10.0%	5.2%	2.3%
Tuckersmith	8.7%	15.7%	-	7.0%	-
Wingham	14.4%	23.0%	19.8%	8.6%	5.4%
Zurich	8.9%	14.6%	9.6%	5.7%	0.7%
Seaforth	-	-	13.7%	-	-
Overall	10.4%	17.6%	13.5%	7.2%	3.1%

Huron County Paramedic Services

Current Capacity**Current Capacity**

Station	Capacity (Bays)	Minimum Vehicles		Other Vehicles			Spare Bays
		Ambulance	RRU	Spare Amb	Spare RRU	Other	
Bayfield	1	1	0	0	0	0	0
Clinton	2	1	0	0	0	1	0
Exeter	3	1	0	1	0	1	0
Goderich	3	1	1	0	0	1	0
Tuckersmith	3	1	0	1	1	0	0
Wingham	3	2	0	1	0	0	0
Zurich	1	1	0	0	0	0	0
Auburn Public Works	1	0	0	0	0	1	0
Total	17	8	1	3	1	4	0

Notes:

Goderich includes ACW RRU

Wingham includes Brussels ambulance

Other vehicles in current capacity include:

- Supervisor vehicle at Clinton
- Admin vehicles at each of Exeter and Goderich
- An Emergency Support Trailer at Auburn Public Works (currently parked outside)

Future Capacity - Option 1**Future 2029 Capacity (expansion of Bayfield/Zurich & 4-bay station at Seaforth)**

Station	Capacity (Bays)	Minimum Vehicles		Other Vehicles			Spare Bays
		Ambulance	RRU	Spare Amb	Spare RRU	Other	
Bayfield	2	1	0	1	0	0	0
Clinton	2	2	0	0	0	0	0
Exeter	3	2	0	1	0	0	0
Goderich	3	2	1	0	0	0	0
Seaforth	4	2	0	1	1	0	0
Wingham	3	2	0	1	0	0	0
Zurich	2	1	0	0	1	0	0
Auburn Public Works	1	0	0	0	0	1	0
Total	20	12	1	4	2	1	0

Assumptions:

Additional ambulance required at Clinton, Exeter, Goderich and Wingham to offset future demand

Expansion (+ one bay) possible at Bayfield

Additional (fourth) spare ambulance located at Bayfield

Existing supervisor vehicle at Clinton can be parked outside (excluded from table)

Existing admin vehicle at Goderich will not be replaced when it reaches end of life (excluded from table)

Four bay station possible at Seaforth

Brussels ambulance at Wingham relocated to Seaforth (OR spare ambulance at Wingham relocated to Seaforth)

Expansion (+ one bay) possible at Zurich

Existing admin vehicle at Exeter will be changed to spare RRU and relocated to Zurich

Huron County Paramedic Services
Future Capacity - Option 2

Future 2029 Capacity (expansion of Bayfield/Zurich, 1-bay station at Brussels & 3-bay station at Seaforth)

Station	Capacity (Bays)	Minimum Vehicles		Other Vehicles			Spare Bays
		Ambulance	RRU	Spare Amb	Spare RRU	Other	
Bayfield	2	1	0	1	0	0	0
Brussels	1	1	0	0	0	0	0
Clinton	2	2	0	0	0	0	0
Exeter	3	2	0	1	0	0	0
Goderich	3	2	1	0	0	0	0
Seaforth	3	1	0	1	1	0	0
Wingham	3	2	0	1	0	0	0
Zurich	2	1	0	0	1	0	0
Auburn Public Works	1	0	0	0	0	1	0
Total	20	12	1	4	2	1	0

Assumptions:

Additional ambulance required at Clinton, Exeter, Goderich and Wingham to offset future demand

Expansion (+ one bay) possible at Bayfield

Additional (fourth) spare ambulance located at Bayfield

One bay station possible at Brussels

Brussels ambulance at Wingham relocated to Brussels station

Existing supervisor vehicle at Clinton can be parked outside (excluded from table)

Existing admin vehicle at Goderich will not be replaced when it reaches end of life (excluded from table)

Three bay station possible at Seaforth

Expansion (+ one bay) possible at Zurich

Existing admin vehicle at Exeter will be changed to spare RRU and relocated to Zurich

Huron County Paramedic Services

Model Results: P4 Response Performance

Options for Bayfield Station

8-Minute Performance

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	35.6%	41.2%	39.6%	44.0%	46.3%
Central Huron	65.1%	66.8%	66.1%	67.5%	68.1%
Overall	57.0%	58.0%	57.8%	58.4%	58.7%

12-Minute Performance

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	63.5%	69.9%	68.0%	73.2%	75.9%
Central Huron	82.4%	84.1%	83.6%	85.3%	86.6%
Overall	75.4%	76.4%	76.2%	76.9%	77.3%

17-Minute Performance

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	89.1%	90.7%	90.8%	92.8%	94.4%
Central Huron	94.9%	95.1%	95.3%	95.5%	96.0%
Overall	90.7%	90.9%	90.9%	91.2%	91.4%

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	10:36	09:55	10:01	09:24	08:59
Central Huron	06:58	06:49	06:50	06:41	06:36
Overall	08:43	08:40	08:40	08:35	08:31

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	17:19	16:43	16:44	15:52	15:13
Central Huron	14:33	14:20	14:18	13:38	12:58
Overall	16:43	16:36	16:36	16:26	16:19

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Bayfield 2x8 (8am to 12am)	Bayfield 2x8 (10am to 2am)	Bayfield 2x10 (6am to 2am)	Bayfield 2x12
Bluewater	19:39	19:13	18:54	17:59	17:17
Central Huron	17:03	16:54	16:47	16:30	15:46
Overall	19:25	19:31	19:27	19:20	19:11

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Options for Zurich Station

8-Minute Performance

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	35.6%	39.6%	38.0%	41.9%	44.2%
Huron East	46.8%	47.7%	47.4%	47.7%	47.9%
Overall	57.0%	57.6%	57.4%	57.9%	58.2%

12-Minute Performance

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	63.5%	69.2%	67.1%	72.7%	76.1%
Huron East	66.4%	67.1%	66.8%	67.2%	67.3%
Overall	75.4%	76.1%	75.8%	76.5%	76.9%

17-Minute Performance

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	89.1%	91.0%	90.6%	92.7%	94.1%
Huron East	83.3%	83.7%	83.6%	83.7%	83.8%
Overall	90.7%	91.1%	90.9%	91.3%	91.6%

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	10:36	10:00	10:11	09:33	09:09
Huron East	09:12	09:07	09:09	09:07	09:05
Overall	08:43	08:39	08:41	08:36	08:32

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	17:19	16:40	16:48	16:00	15:19
Huron East	19:22	19:17	19:18	19:16	19:14
Overall	16:43	16:31	16:36	16:24	16:16

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)	Zurich 2x12
Bluewater	19:39	19:01	19:09	18:22	17:40
Huron East	21:02	21:00	21:00	20:59	20:58
Overall	19:25	19:20	19:22	19:11	19:03

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and Additional Developments

8-Minute Performance

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	31.2%	27.3%	-3.8%
Bluewater	35.6%	35.5%	-0.1%
Central Huron	65.1%	65.6%	0.5%
Goderich	93.8%	90.6%	-3.2%
Howick	1.4%	1.3%	-0.1%
Huron East	46.8%	48.1%	1.3%
Morris-Turnberry	57.2%	57.8%	0.6%
North Huron	69.7%	72.8%	3.1%
South Huron	74.8%	69.8%	-5.1%
Out of Area	16.4%	16.5%	0.0%
Overall	57.0%	56.6%	-0.5%

12-Minute Performance

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	60.8%	72.7%	11.9%
Bluewater	63.5%	62.2%	-1.3%
Central Huron	82.4%	82.3%	-0.1%
Goderich	97.9%	97.3%	-0.6%
Howick	11.9%	11.8%	-0.1%
Huron East	66.4%	67.0%	0.6%
Morris-Turnberry	75.8%	76.6%	0.8%
North Huron	85.2%	86.2%	1.0%
South Huron	93.5%	93.0%	-0.5%
Out of Area	33.5%	34.0%	0.5%
Overall	75.4%	76.4%	1.1%

17-Minute Performance

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	86.2%	89.5%	3.3%
Bluewater	89.1%	87.9%	-1.2%
Central Huron	94.9%	94.4%	-0.5%
Goderich	99.0%	98.3%	-0.7%
Howick	70.9%	71.3%	0.4%
Huron East	83.3%	83.8%	0.5%
Morris-Turnberry	92.1%	91.8%	-0.2%
North Huron	95.0%	94.5%	-0.5%
South Huron	98.5%	98.3%	-0.1%
Out of Area	73.4%	73.4%	0.0%
Overall	90.7%	90.9%	0.2%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and Additional Developments

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	205	319	114
Bluewater	392	404	12
Central Huron	262	305	43
Goderich	56	90	34
Howick	121	123	1
Huron East	334	341	7
Morris-Turnberry	95	94	-1
North Huron	157	170	13
South Huron	183	257	74
Out of Area	495	495	0
Overall	2,302	2,598	297

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	117	120	3
Bluewater	222	237	14
Central Huron	132	157	25
Goderich	19	26	7
Howick	109	110	1
Huron East	211	217	6
Morris-Turnberry	54	52	-2
North Huron	77	86	9
South Huron	47	60	13
Out of Area	394	391	-3
Overall	1,382	1,455	73

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	41	46	5
Bluewater	66	76	10
Central Huron	38	50	12
Goderich	9	16	7
Howick	36	36	0
Huron East	105	107	2
Morris-Turnberry	18	18	0
North Huron	26	34	8
South Huron	11	14	3
Out of Area	158	158	0
Overall	508	555	47

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and Additional Developments

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	11:39	11:02	-00:37
Bluewater	10:36	10:46	00:10
Central Huron	06:58	07:17	00:19
Goderich	05:39	06:00	00:21
Howick	15:42	16:01	00:18
Huron East	09:12	09:08	-00:04
Morris-Turnberry	08:37	08:48	00:11
North Huron	07:21	07:36	00:15
South Huron	06:44	07:10	00:25
Out of Area	13:34	13:41	00:07
Overall	08:43	08:47	00:04

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	18:42	17:28	-01:14
Bluewater	17:19	17:41	00:22
Central Huron	14:33	14:48	00:14
Goderich	07:30	07:57	00:27
Howick	20:13	20:46	00:34
Huron East	19:22	19:16	-00:05
Morris-Turnberry	16:01	16:05	00:04
North Huron	13:11	13:02	-00:10
South Huron	10:54	11:12	00:19
Out of Area	20:24	20:30	00:06
Overall	16:43	16:36	-00:07

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Additional Developments	Impact
ACW	21:40	21:05	-00:36
Bluewater	19:39	20:05	00:26
Central Huron	17:03	17:27	00:24
Goderich	08:31	09:03	00:32
Howick	23:29	23:59	00:29
Huron East	21:02	21:02	-00:01
Morris-Turnberry	19:25	19:55	00:30
North Huron	16:57	18:15	01:18
South Huron	12:53	13:03	00:10
Out of Area	23:23	23:35	00:12
Overall	19:25	19:26	00:01

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Options for ACW

8-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	27.3%	24.6%	41.7%	28.1%
Goderich	90.6%	90.6%	91.6%	90.8%
Overall	56.6%	56.3%	57.6%	58.7%

12-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	72.7%	62.3%	68.1%	68.5%
Goderich	97.3%	97.3%	97.9%	97.4%
Overall	76.4%	74.0%	74.7%	76.6%

17-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	89.5%	83.7%	86.3%	88.5%
Goderich	98.3%	98.4%	98.9%	98.5%
Overall	90.9%	90.2%	90.4%	91.2%

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)
ACW	11:02	12:00	10:11	11:10
Goderich	06:00	06:01	05:51	05:58
Overall	08:47	08:55	08:45	08:34

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)
ACW	17:28	19:38	18:35	18:06
Goderich	07:57	07:57	07:52	07:56
Overall	16:36	16:56	16:49	16:30

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Zurich 2x8 (8am to 12am)	Zurich 2x8 (10am to 2am)	Zurich 2x10 (6am to 2am)
ACW	21:05	22:24	21:23	21:16
Goderich	09:03	09:02	08:48	08:59
Overall	19:26	19:39	19:28	19:11

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Transport Performance

Options for ACW

8-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	24.8%	24.7%	24.7%	24.7%
Goderich	90.5%	90.6%	90.6%	90.6%
Overall	56.6%	56.6%	56.6%	56.6%

12-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	62.3%	62.4%	62.5%	62.4%
Goderich	97.2%	97.3%	97.3%	97.3%
Overall	74.2%	74.2%	74.2%	74.2%

17-Minute Performance

LTM	Additional Developments	Remove ACW RRU	Move ACW RRU to The Bluffs	Move ACW RRU to Lucknow
ACW	83.6%	83.7%	83.7%	83.7%
Goderich	98.2%	98.4%	98.4%	98.4%
Overall	90.2%	90.2%	90.2%	90.2%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and Lower Demand Projection

8-Minute Performance

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	31.2%	31.6%	0.4%
Bluewater	35.6%	35.9%	0.3%
Central Huron	65.1%	65.9%	0.8%
Goderich	93.8%	94.3%	0.6%
Howick	1.4%	1.3%	-0.1%
Huron East	46.8%	48.4%	1.6%
Morris-Turnberry	57.2%	58.2%	0.9%
North Huron	69.7%	70.8%	1.0%
South Huron	74.8%	75.6%	0.8%
Out of Area	16.4%	16.4%	-0.1%
Overall	57.0%	57.7%	0.7%

12-Minute Performance

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	60.8%	60.9%	0.0%
Bluewater	63.5%	63.9%	0.4%
Central Huron	82.4%	83.1%	0.7%
Goderich	97.9%	98.1%	0.2%
Howick	11.9%	11.5%	-0.4%
Huron East	66.4%	67.6%	1.2%
Morris-Turnberry	75.8%	76.9%	1.2%
North Huron	85.2%	86.2%	1.0%
South Huron	93.5%	94.0%	0.5%
Out of Area	33.5%	33.5%	0.1%
Overall	75.4%	76.0%	0.6%

17-Minute Performance

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	86.2%	86.8%	0.6%
Bluewater	89.1%	89.2%	0.1%
Central Huron	94.9%	95.1%	0.1%
Goderich	99.0%	99.1%	0.1%
Howick	70.9%	71.7%	0.8%
Huron East	83.3%	83.6%	0.3%
Morris-Turnberry	92.1%	92.8%	0.8%
North Huron	95.0%	95.8%	0.7%
South Huron	98.5%	98.6%	0.1%
Out of Area	73.4%	73.5%	0.2%
Overall	90.7%	91.0%	0.3%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and Lower Demand Projection

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	205	184	-22
Bluewater	392	351	-41
Central Huron	262	231	-32
Goderich	56	46	-10
Howick	121	109	-12
Huron East	334	292	-43
Morris-Turnberry	95	84	-11
North Huron	157	136	-21
South Huron	183	159	-24
Out of Area	495	446	-49
Overall	2,302	2,037	-264

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	117	105	-12
Bluewater	222	198	-25
Central Huron	132	114	-18
Goderich	19	15	-4
Howick	109	98	-10
Huron East	211	183	-28
Morris-Turnberry	54	46	-8
North Huron	77	64	-12
South Huron	47	40	-8
Out of Area	394	354	-40
Overall	1,382	1,218	-164

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	41	36	-6
Bluewater	66	59	-7
Central Huron	38	33	-5
Goderich	9	7	-2
Howick	36	31	-5
Huron East	105	92	-13
Morris-Turnberry	18	14	-3
North Huron	26	20	-6
South Huron	11	9	-2
Out of Area	158	141	-17
Overall	508	443	-65

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and Lower Demand Projection

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	11:39	11:33	-00:06
Bluewater	10:36	10:33	-00:03
Central Huron	06:58	06:52	-00:06
Goderich	05:39	05:34	-00:04
Howick	15:42	15:35	-00:07
Huron East	09:12	09:02	-00:10
Morris-Turnberry	08:37	08:26	-00:11
North Huron	07:21	07:10	-00:12
South Huron	06:44	06:36	-00:08
Out of Area	13:34	13:33	-00:02
Overall	08:43	08:36	-00:06

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	18:42	18:32	-00:10
Bluewater	17:19	17:17	-00:02
Central Huron	14:33	14:28	-00:06
Goderich	07:30	07:24	-00:06
Howick	20:13	19:52	-00:21
Huron East	19:22	19:15	-00:06
Morris-Turnberry	16:01	15:43	-00:18
North Huron	13:11	12:55	-00:16
South Huron	10:54	10:47	-00:07
Out of Area	20:24	20:22	-00:03
Overall	16:43	16:34	-00:09

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Lower Demand Projection	Impact
ACW	21:40	21:24	-00:16
Bluewater	19:39	19:31	-00:08
Central Huron	17:03	16:56	-00:07
Goderich	08:31	08:18	-00:13
Howick	23:29	23:12	-00:17
Huron East	21:02	20:58	-00:04
Morris-Turnberry	19:25	19:07	-00:18
North Huron	16:57	15:37	-01:20
South Huron	12:53	12:39	-00:14
Out of Area	23:23	23:18	-00:05
Overall	19:25	19:15	-00:10

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and Higher Demand Projection

8-Minute Performance

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	31.2%	31.1%	-0.1%
Bluewater	35.6%	35.3%	-0.3%
Central Huron	65.1%	64.5%	-0.6%
Goderich	93.8%	93.3%	-0.5%
Howick	1.4%	1.4%	-0.1%
Huron East	46.8%	46.3%	-0.5%
Morris-Turnberry	57.2%	56.7%	-0.6%
North Huron	69.7%	69.6%	-0.1%
South Huron	74.8%	74.3%	-0.5%
Out of Area	16.4%	16.5%	0.1%
Overall	57.0%	56.7%	-0.4%

12-Minute Performance

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	60.8%	60.3%	-0.5%
Bluewater	63.5%	63.0%	-0.5%
Central Huron	82.4%	81.9%	-0.5%
Goderich	97.9%	97.7%	-0.2%
Howick	11.9%	11.6%	-0.3%
Huron East	66.4%	66.0%	-0.4%
Morris-Turnberry	75.8%	75.4%	-0.4%
North Huron	85.2%	85.2%	0.0%
South Huron	93.5%	93.2%	-0.3%
Out of Area	33.5%	33.4%	-0.1%
Overall	75.4%	75.0%	-0.4%

17-Minute Performance

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	86.2%	85.9%	-0.2%
Bluewater	89.1%	88.5%	-0.6%
Central Huron	94.9%	94.8%	-0.2%
Goderich	99.0%	98.8%	-0.1%
Howick	70.9%	70.6%	-0.2%
Huron East	83.3%	83.1%	-0.2%
Morris-Turnberry	92.1%	91.9%	-0.2%
North Huron	95.0%	95.0%	0.0%
South Huron	98.5%	98.4%	-0.1%
Out of Area	73.4%	73.2%	-0.2%
Overall	90.7%	90.5%	-0.2%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and Higher Demand Projection

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	205	218	13
Bluewater	392	418	25
Central Huron	262	282	20
Goderich	56	63	8
Howick	121	129	7
Huron East	334	357	23
Morris-Turnberry	95	102	7
North Huron	157	167	10
South Huron	183	198	15
Out of Area	495	524	29
Overall	2,302	2,458	157

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	117	125	9
Bluewater	222	238	16
Central Huron	132	144	12
Goderich	19	22	3
Howick	109	115	7
Huron East	211	226	15
Morris-Turnberry	54	58	4
North Huron	77	81	5
South Huron	47	53	5
Out of Area	394	418	24
Overall	1,382	1,481	99

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	41	44	3
Bluewater	66	74	8
Central Huron	38	42	4
Goderich	9	11	2
Howick	36	38	2
Huron East	105	113	8
Morris-Turnberry	18	19	1
North Huron	26	27	2
South Huron	11	12	1
Out of Area	158	168	10
Overall	508	549	41

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and Higher Demand Projection

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	11:39	11:42	00:03
Bluewater	10:36	10:40	00:04
Central Huron	06:58	07:03	00:04
Goderich	05:39	05:43	00:04
Howick	15:42	15:45	00:03
Huron East	09:12	09:16	00:04
Morris-Turnberry	08:37	08:41	00:04
North Huron	07:21	07:23	00:01
South Huron	06:44	06:49	00:05
Out of Area	13:34	13:37	00:03
Overall	08:43	08:46	00:04

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	18:42	18:45	00:03
Bluewater	17:19	17:30	00:11
Central Huron	14:33	14:41	00:07
Goderich	07:30	07:34	00:04
Howick	20:13	20:21	00:08
Huron East	19:22	19:21	-00:00
Morris-Turnberry	16:01	16:06	00:05
North Huron	13:11	13:12	00:01
South Huron	10:54	10:59	00:05
Out of Area	20:24	20:26	00:02
Overall	16:43	16:48	00:05

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Higher Demand Projection	Impact
ACW	21:40	21:45	00:05
Bluewater	19:39	19:45	00:06
Central Huron	17:03	17:12	00:09
Goderich	08:31	08:40	00:09
Howick	23:29	23:41	00:12
Huron East	21:02	21:04	00:01
Morris-Turnberry	19:25	19:31	00:06
North Huron	16:57	16:57	00:00
South Huron	12:53	13:02	00:10
Out of Area	23:23	23:24	00:01
Overall	19:25	19:29	00:04

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and 10% Demand Reduction

8-Minute Performance

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	31.2%	31.7%	0.5%
Bluewater	35.6%	36.1%	0.5%
Central Huron	65.1%	65.9%	0.8%
Goderich	93.8%	94.3%	0.6%
Howick	1.4%	1.4%	-0.1%
Huron East	46.8%	48.1%	1.3%
Morris-Turnberry	57.2%	58.1%	0.9%
North Huron	69.7%	70.8%	1.1%
South Huron	74.8%	75.5%	0.7%
Out of Area	16.4%	16.4%	-0.1%
Overall	57.0%	57.7%	0.7%

12-Minute Performance

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	60.8%	61.1%	0.3%
Bluewater	63.5%	64.2%	0.7%
Central Huron	82.4%	82.9%	0.5%
Goderich	97.9%	98.1%	0.2%
Howick	11.9%	11.7%	-0.1%
Huron East	66.4%	67.4%	0.9%
Morris-Turnberry	75.8%	76.7%	0.9%
North Huron	85.2%	86.2%	1.0%
South Huron	93.5%	94.0%	0.5%
Out of Area	33.5%	33.5%	0.0%
Overall	75.4%	76.0%	0.6%

17-Minute Performance

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	86.2%	86.5%	0.3%
Bluewater	89.1%	89.4%	0.3%
Central Huron	94.9%	95.2%	0.2%
Goderich	99.0%	99.1%	0.1%
Howick	70.9%	71.4%	0.5%
Huron East	83.3%	83.6%	0.3%
Morris-Turnberry	92.1%	92.8%	0.7%
North Huron	95.0%	95.7%	0.6%
South Huron	98.5%	98.6%	0.1%
Out of Area	73.4%	73.5%	0.2%
Overall	90.7%	91.0%	0.3%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and 10% Demand Reduction

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	205	184	-22
Bluewater	392	350	-42
Central Huron	262	231	-32
Goderich	56	46	-10
Howick	121	109	-12
Huron East	334	294	-41
Morris-Turnberry	95	84	-11
North Huron	157	136	-21
South Huron	183	160	-23
Out of Area	495	446	-49
Overall	2,302	2,039	-263

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	117	104	-12
Bluewater	222	196	-26
Central Huron	132	116	-17
Goderich	19	15	-4
Howick	109	98	-11
Huron East	211	185	-26
Morris-Turnberry	54	47	-7
North Huron	77	64	-12
South Huron	47	39	-8
Out of Area	394	354	-40
Overall	1,382	1,219	-163

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	41	36	-5
Bluewater	66	58	-8
Central Huron	38	33	-5
Goderich	9	8	-2
Howick	36	32	-4
Huron East	105	93	-12
Morris-Turnberry	18	15	-3
North Huron	26	20	-6
South Huron	11	9	-2
Out of Area	158	141	-17
Overall	508	444	-64

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and 10% Demand Reduction

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	11:39	11:34	-00:05
Bluewater	10:36	10:31	-00:05
Central Huron	06:58	06:52	-00:06
Goderich	05:39	05:34	-00:05
Howick	15:42	15:37	-00:05
Huron East	09:12	09:04	-00:08
Morris-Turnberry	08:37	08:27	-00:10
North Huron	07:21	07:10	-00:12
South Huron	06:44	06:36	-00:08
Out of Area	13:34	13:32	-00:02
Overall	08:43	08:36	-00:06

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	18:42	18:36	-00:06
Bluewater	17:19	17:14	-00:05
Central Huron	14:33	14:28	-00:06
Goderich	07:30	07:24	-00:06
Howick	20:13	19:57	-00:16
Huron East	19:22	19:13	-00:08
Morris-Turnberry	16:01	15:43	-00:18
North Huron	13:11	12:56	-00:15
South Huron	10:54	10:47	-00:07
Out of Area	20:24	20:22	-00:02
Overall	16:43	16:35	-00:08

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	10% Demand Reduction	Impact
ACW	21:40	21:31	-00:10
Bluewater	19:39	19:30	-00:10
Central Huron	17:03	16:52	-00:11
Goderich	08:31	08:18	-00:13
Howick	23:29	23:19	-00:10
Huron East	21:02	20:57	-00:05
Morris-Turnberry	19:25	19:12	-00:13
North Huron	16:57	15:48	-01:09
South Huron	12:53	12:38	-00:15
Out of Area	23:23	23:19	-00:04
Overall	19:25	19:15	-00:10

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and 20% Demand Reduction

8-Minute Performance

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	31.2%	32.1%	1.0%
Bluewater	35.6%	36.6%	1.0%
Central Huron	65.1%	67.1%	2.0%
Goderich	93.8%	94.8%	1.0%
Howick	1.4%	1.2%	-0.2%
Huron East	46.8%	50.0%	3.1%
Morris-Turnberry	57.2%	59.3%	2.0%
North Huron	69.7%	71.7%	2.0%
South Huron	74.8%	76.4%	1.6%
Out of Area	16.4%	16.3%	-0.2%
Overall	57.0%	58.5%	1.4%

12-Minute Performance

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	60.8%	61.7%	0.8%
Bluewater	63.5%	64.8%	1.3%
Central Huron	82.4%	83.9%	1.5%
Goderich	97.9%	98.3%	0.4%
Howick	11.9%	11.9%	0.0%
Huron East	66.4%	68.7%	2.3%
Morris-Turnberry	75.8%	78.3%	2.6%
North Huron	85.2%	87.0%	1.8%
South Huron	93.5%	94.4%	0.9%
Out of Area	33.5%	33.8%	0.3%
Overall	75.4%	76.7%	1.4%

17-Minute Performance

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	86.2%	86.9%	0.7%
Bluewater	89.1%	89.6%	0.5%
Central Huron	94.9%	95.4%	0.4%
Goderich	99.0%	99.1%	0.2%
Howick	70.9%	72.9%	2.1%
Huron East	83.3%	84.0%	0.7%
Morris-Turnberry	92.1%	93.5%	1.4%
North Huron	95.0%	96.2%	1.2%
South Huron	98.5%	98.7%	0.3%
Out of Area	73.4%	74.0%	0.6%
Overall	90.7%	91.4%	0.7%

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and 20% Demand Reduction

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	205	162	-43
Bluewater	392	309	-83
Central Huron	262	198	-64
Goderich	56	37	-19
Howick	121	97	-24
Huron East	334	252	-83
Morris-Turnberry	95	73	-23
North Huron	157	117	-39
South Huron	183	137	-46
Out of Area	495	397	-98
Overall	2,302	1,779	-522

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	117	92	-25
Bluewater	222	172	-51
Central Huron	132	97	-36
Goderich	19	12	-6
Howick	109	87	-22
Huron East	211	157	-54
Morris-Turnberry	54	39	-15
North Huron	77	54	-23
South Huron	47	32	-15
Out of Area	394	314	-80
Overall	1,382	1,055	-327

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	41	31	-10
Bluewater	66	51	-16
Central Huron	38	28	-10
Goderich	9	6	-3
Howick	36	27	-9
Huron East	105	80	-25
Morris-Turnberry	18	12	-6
North Huron	26	16	-10
South Huron	11	7	-4
Out of Area	158	123	-35
Overall	508	381	-127

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and 20% Demand Reduction

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	11:39	11:27	-00:12
Bluewater	10:36	10:26	-00:10
Central Huron	06:58	06:44	-00:14
Goderich	05:39	05:31	-00:08
Howick	15:42	15:23	-00:19
Huron East	09:12	08:54	-00:18
Morris-Turnberry	08:37	08:14	-00:24
North Huron	07:21	07:00	-00:22
South Huron	06:44	06:28	-00:16
Out of Area	13:34	13:28	-00:06
Overall	08:43	08:30	-00:13

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	18:42	18:28	-00:15
Bluewater	17:19	17:09	-00:10
Central Huron	14:33	14:16	-00:17
Goderich	07:30	07:19	-00:11
Howick	20:13	19:35	-00:37
Huron East	19:22	19:07	-00:15
Morris-Turnberry	16:01	15:23	-00:38
North Huron	13:11	12:44	-00:27
South Huron	10:54	10:40	-00:14
Out of Area	20:24	20:18	-00:06
Overall	16:43	16:24	-00:19

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	20% Demand Reduction	Impact
ACW	21:40	21:17	-00:23
Bluewater	19:39	19:19	-00:20
Central Huron	17:03	16:43	-00:20
Goderich	08:31	08:06	-00:25
Howick	23:29	22:45	-00:44
Huron East	21:02	20:55	-00:07
Morris-Turnberry	19:25	18:44	-00:41
North Huron	16:57	14:53	-02:04
South Huron	12:53	12:22	-00:31
Out of Area	23:23	23:15	-00:09
Overall	19:25	19:05	-00:20

Note:

Response Time measured from Time Assigned

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and Increase Treat and Release

8-Minute Performance

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	28.4%	28.8%	0.4%
Bluewater	34.5%	33.9%	-0.6%
Central Huron	66.1%	66.1%	-0.1%
Goderich	89.0%	88.6%	-0.4%
Howick	1.1%	1.2%	0.0%
Huron East	37.7%	37.4%	-0.3%
Morris-Turnberry	54.5%	55.5%	1.0%
North Huron	66.9%	66.9%	0.0%
South Huron	69.3%	69.1%	-0.2%
Out of Area	15.9%	15.9%	0.0%
Overall	54.2%	54.0%	-0.1%

12-Minute Performance

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	57.4%	58.4%	1.0%
Bluewater	64.7%	64.3%	-0.3%
Central Huron	84.7%	84.7%	-0.1%
Goderich	95.7%	95.4%	-0.3%
Howick	11.3%	12.0%	0.6%
Huron East	67.3%	66.8%	-0.5%
Morris-Turnberry	72.6%	73.2%	0.6%
North Huron	81.6%	81.6%	-0.1%
South Huron	89.9%	90.0%	0.0%
Out of Area	32.2%	32.3%	0.1%
Overall	73.6%	73.6%	0.0%

17-Minute Performance

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	84.9%	85.1%	0.1%
Bluewater	89.1%	88.8%	-0.3%
Central Huron	95.4%	95.3%	-0.1%
Goderich	98.6%	98.4%	-0.2%
Howick	69.8%	69.9%	0.1%
Huron East	81.7%	81.2%	-0.4%
Morris-Turnberry	90.5%	90.5%	0.0%
North Huron	93.9%	93.7%	-0.2%
South Huron	98.0%	98.0%	0.1%
Out of Area	71.4%	71.5%	0.0%
Overall	89.9%	89.8%	-0.1%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and Increase Treat and Release

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	214	129	-84
Bluewater	399	256	-143
Central Huron	255	159	-96
Goderich	98	67	-31
Howick	122	70	-52
Huron East	392	240	-152
Morris-Turnberry	102	71	-31
North Huron	172	97	-75
South Huron	223	165	-58
Out of Area	498	324	-174
Overall	2,473	1,578	-895

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	127	76	-52
Bluewater	215	138	-77
Central Huron	115	72	-43
Goderich	38	27	-11
Howick	109	62	-47
Huron East	205	127	-78
Morris-Turnberry	61	43	-18
North Huron	95	54	-41
South Huron	73	54	-20
Out of Area	402	261	-141
Overall	1,441	913	-528

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	45	27	-18
Bluewater	66	43	-23
Central Huron	34	22	-12
Goderich	12	9	-3
Howick	37	21	-16
Huron East	115	72	-43
Morris-Turnberry	21	15	-6
North Huron	31	18	-13
South Huron	15	10	-4
Out of Area	169	110	-59
Overall	547	349	-198

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and Increase Treat and Release

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	11:55	11:51	-00:04
Bluewater	10:33	10:37	00:04
Central Huron	07:01	07:01	-00:00
Goderich	06:06	06:09	00:03
Howick	15:58	15:56	-00:02
Huron East	10:58	11:01	00:03
Morris-Turnberry	09:05	08:58	-00:07
North Huron	07:48	07:50	00:02
South Huron	07:23	07:24	00:01
Out of Area	14:03	14:03	00:00
Overall	09:11	09:12	00:01

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	18:56	18:53	-00:03
Bluewater	17:19	17:25	00:05
Central Huron	14:23	14:23	00:00
Goderich	08:16	08:22	00:06
Howick	20:32	20:34	00:02
Huron East	20:01	20:05	00:04
Morris-Turnberry	16:48	16:46	-00:02
North Huron	14:03	14:06	00:03
South Huron	12:02	12:01	-00:01
Out of Area	20:45	20:45	-00:00
Overall	17:03	17:07	00:04

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Increase Treat and Release	Impact
ACW	21:39	21:35	-00:04
Bluewater	19:28	19:31	00:03
Central Huron	16:39	16:44	00:06
Goderich	10:33	10:56	00:23
Howick	23:35	23:42	00:07
Huron East	22:15	22:20	00:05
Morris-Turnberry	19:49	19:45	-00:05
North Huron	17:53	17:59	00:06
South Huron	14:04	14:11	00:07
Out of Area	23:44	23:44	00:00
Overall	19:45	19:47	00:02

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2019 Base Position and Clinton Hospital Closure

8-Minute Performance

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	28.4%	28.5%	0.1%
Bluewater	34.5%	34.5%	0.0%
Central Huron	66.1%	65.9%	-0.2%
Goderich	89.0%	89.1%	0.1%
Howick	1.1%	1.1%	0.0%
Huron East	37.7%	37.5%	-0.1%
Morris-Turnberry	54.5%	54.7%	0.2%
North Huron	66.9%	66.8%	0.0%
South Huron	69.3%	69.2%	-0.1%
Out of Area	15.9%	15.9%	0.0%
Overall	54.2%	54.2%	0.0%

12-Minute Performance

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	57.4%	57.4%	0.1%
Bluewater	64.7%	64.7%	0.0%
Central Huron	84.7%	84.6%	-0.1%
Goderich	95.7%	95.8%	0.1%
Howick	11.3%	11.5%	0.2%
Huron East	67.3%	67.2%	-0.1%
Morris-Turnberry	72.6%	72.7%	0.1%
North Huron	81.6%	81.6%	-0.1%
South Huron	89.9%	90.0%	0.0%
Out of Area	32.2%	32.2%	0.0%
Overall	73.6%	73.6%	0.0%

17-Minute Performance

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	84.9%	84.9%	0.0%
Bluewater	89.1%	89.1%	0.0%
Central Huron	95.4%	95.4%	0.0%
Goderich	98.6%	98.6%	0.0%
Howick	69.8%	69.9%	0.1%
Huron East	81.7%	81.7%	0.0%
Morris-Turnberry	90.5%	90.5%	0.1%
North Huron	93.9%	93.9%	0.0%
South Huron	98.0%	98.0%	0.0%
Out of Area	71.4%	71.4%	0.0%
Overall	89.9%	89.9%	0.0%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2019 Base Position and Clinton Hospital Closure

Annual P4 Incidents outside 8-minute Target

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	130	130	0
Bluewater	254	254	0
Central Huron	158	159	1
Goderich	65	64	0
Howick	70	70	0
Huron East	239	239	1
Morris-Turnberry	73	72	0
North Huron	97	97	0
South Huron	164	164	0
Out of Area	324	324	0
Overall	1,573	1,574	1

Annual P4 Incidents outside 12-minute Target

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	77	77	0
Bluewater	137	137	0
Central Huron	71	72	0
Goderich	25	25	0
Howick	62	62	0
Huron East	125	126	0
Morris-Turnberry	44	44	0
North Huron	54	54	0
South Huron	54	54	0
Out of Area	261	261	0
Overall	911	911	0

Annual P4 Incidents outside 17-minute Target

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	27	27	0
Bluewater	42	42	0
Central Huron	21	21	0
Goderich	8	8	0
Howick	21	21	0
Huron East	70	70	0
Morris-Turnberry	15	15	0
North Huron	18	18	0
South Huron	11	11	0
Out of Area	110	110	0
Overall	344	344	0

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2019 Base Position and Clinton Hospital Closure

Average (Mean) Response Time (mm:ss)

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	11:55	11:55	-00:00
Bluewater	10:33	10:33	-00:00
Central Huron	07:01	07:03	00:01
Goderich	06:06	06:06	-00:01
Howick	15:58	15:57	-00:00
Huron East	10:58	10:58	00:00
Morris-Turnberry	09:05	09:04	-00:01
North Huron	07:48	07:48	00:00
South Huron	07:23	07:24	00:00
Out of Area	14:03	14:04	00:00
Overall	09:11	09:12	00:00

90th Percentile (mm:ss)

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	18:56	18:56	-00:00
Bluewater	17:19	17:19	-00:00
Central Huron	14:23	14:24	00:01
Goderich	08:16	08:14	-00:01
Howick	20:32	20:30	-00:02
Huron East	20:01	20:01	-00:00
Morris-Turnberry	16:48	16:46	-00:01
North Huron	14:03	14:06	00:03
South Huron	12:02	12:01	-00:01
Out of Area	20:45	20:46	00:01
Overall	17:03	17:03	-00:00

95th Percentile (mm:ss)

LTM	2019 Base Position	Clinton Hospital Closure	Impact
ACW	21:39	21:39	-00:00
Bluewater	19:28	19:27	-00:01
Central Huron	16:39	16:41	00:02
Goderich	10:33	10:27	-00:05
Howick	23:35	23:35	00:00
Huron East	22:15	22:14	-00:01
Morris-Turnberry	19:49	19:48	-00:01
North Huron	17:53	17:54	00:01
South Huron	14:04	14:05	00:01
Out of Area	23:44	23:45	00:01
Overall	19:45	19:45	-00:00

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Hospital Profile

Comparing 2019 Base Position and Clinton Hospital Closure

All Patients

Hospital	Base Position	Close Clinton	Difference
Alexandra Marine and General Hospital	24.88	26.01	1.13
Clinton Public Hospital	12.16	8.02	-4.15
Seaforth Community Hospital	7.99	10.21	2.22
South Huron Hospital	17.55	17.66	0.12
Wingham And District Hospital	19.66	19.99	0.33
Other Hospitals	26.13	26.47	0.35
Overall	108.37	108.37	0.01

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and Improving Performance

8-Minute Performance

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	31.2%	48.2%	17.1%
Bluewater	35.6%	46.4%	10.8%
Central Huron	65.1%	67.4%	2.3%
Goderich	93.8%	94.4%	0.7%
Howick	1.4%	68.4%	67.0%
Huron East	46.8%	52.3%	5.5%
Morris-Turnberry	57.2%	69.0%	11.8%
North Huron	69.7%	72.8%	3.1%
South Huron	74.8%	74.9%	0.1%
Out of Area	16.4%	42.1%	25.6%
Overall	57.0%	65.8%	8.8%

12-Minute Performance

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	60.8%	75.7%	14.9%
Bluewater	63.5%	76.1%	12.6%
Central Huron	82.4%	86.3%	3.9%
Goderich	97.9%	98.1%	0.2%
Howick	11.9%	86.0%	74.2%
Huron East	66.4%	72.0%	5.5%
Morris-Turnberry	75.8%	87.3%	11.6%
North Huron	85.2%	88.7%	3.5%
South Huron	93.5%	93.5%	0.0%
Out of Area	33.5%	56.5%	23.0%
Overall	75.4%	83.4%	8.0%

17-Minute Performance

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	86.2%	95.9%	9.8%
Bluewater	89.1%	94.5%	5.4%
Central Huron	94.9%	95.5%	0.5%
Goderich	99.0%	99.5%	0.5%
Howick	70.9%	97.2%	26.3%
Huron East	83.3%	92.4%	9.1%
Morris-Turnberry	92.1%	97.7%	5.7%
North Huron	95.0%	98.9%	3.9%
South Huron	98.5%	98.5%	0.0%
Out of Area	73.4%	80.6%	7.3%
Overall	90.7%	94.7%	4.0%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and Improving Performance

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	205	155	-51
Bluewater	392	326	-66
Central Huron	262	245	-18
Goderich	56	50	-6
Howick	121	39	-82
Huron East	334	300	-34
Morris-Turnberry	95	69	-26
North Huron	157	141	-16
South Huron	183	183	0
Out of Area	495	343	-152
Overall	2,302	1,850	-452

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	117	73	-44
Bluewater	222	146	-76
Central Huron	132	103	-29
Goderich	19	17	-2
Howick	109	17	-91
Huron East	211	176	-35
Morris-Turnberry	54	28	-26
North Huron	77	59	-18
South Huron	47	47	0
Out of Area	394	258	-136
Overall	1,382	923	-459

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	41	12	-29
Bluewater	66	34	-33
Central Huron	38	34	-4
Goderich	9	5	-5
Howick	36	3	-32
Huron East	105	48	-57
Morris-Turnberry	18	5	-13
North Huron	26	6	-20
South Huron	11	11	0
Out of Area	158	115	-43
Overall	508	272	-236

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and Improving Performance

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	11:39	09:19	-02:20
Bluewater	10:36	08:58	-01:38
Central Huron	06:58	06:41	-00:18
Goderich	05:39	05:30	-00:09
Howick	15:42	07:01	-08:42
Huron East	09:12	08:04	-01:08
Morris-Turnberry	08:37	06:57	-01:41
North Huron	07:21	06:29	-00:52
South Huron	06:44	06:43	-00:02
Out of Area	13:34	11:17	-02:17
Overall	08:43	07:34	-01:08

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	18:42	14:41	-04:02
Bluewater	17:19	15:11	-02:09
Central Huron	14:33	13:00	-01:33
Goderich	07:30	07:24	-00:06
Howick	20:13	13:26	-06:47
Huron East	19:22	16:18	-03:03
Morris-Turnberry	16:01	12:52	-03:09
North Huron	13:11	12:18	-00:53
South Huron	10:54	10:53	-00:01
Out of Area	20:24	19:38	-00:46
Overall	16:43	14:19	-02:24

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	Improving Performance	Impact
ACW	21:40	16:30	-05:11
Bluewater	19:39	17:15	-02:24
Central Huron	17:03	16:30	-00:33
Goderich	08:31	08:16	-00:15
Howick	23:29	15:44	-07:45
Huron East	21:02	17:54	-03:09
Morris-Turnberry	19:25	15:06	-04:19
North Huron	16:57	13:36	-03:21
South Huron	12:53	12:52	-00:01
Out of Area	23:23	22:25	-00:59
Overall	19:25	17:14	-02:11

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and 10% TAH Increase

8-Minute Performance

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	31.2%	31.0%	-0.2%
Bluewater	35.6%	35.5%	-0.1%
Central Huron	65.1%	65.0%	-0.1%
Goderich	93.8%	93.6%	-0.1%
Howick	1.4%	1.4%	-0.1%
Huron East	46.8%	46.6%	-0.2%
Morris-Turnberry	57.2%	57.1%	-0.1%
North Huron	69.7%	69.5%	-0.2%
South Huron	74.8%	74.5%	-0.3%
Out of Area	16.4%	16.4%	0.0%
Overall	57.0%	56.9%	-0.2%

12-Minute Performance

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	60.8%	60.7%	-0.1%
Bluewater	63.5%	63.3%	-0.2%
Central Huron	82.4%	82.2%	-0.2%
Goderich	97.9%	97.8%	-0.1%
Howick	11.9%	11.9%	0.0%
Huron East	66.4%	66.1%	-0.3%
Morris-Turnberry	75.8%	75.6%	-0.2%
North Huron	85.2%	85.0%	-0.2%
South Huron	93.5%	93.3%	-0.2%
Out of Area	33.5%	33.4%	-0.1%
Overall	75.4%	75.2%	-0.2%

17-Minute Performance

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	86.2%	86.0%	-0.1%
Bluewater	89.1%	89.0%	-0.1%
Central Huron	94.9%	94.9%	-0.1%
Goderich	99.0%	98.9%	0.0%
Howick	70.9%	70.8%	-0.1%
Huron East	83.3%	83.1%	-0.2%
Morris-Turnberry	92.1%	91.9%	-0.1%
North Huron	95.0%	94.9%	-0.1%
South Huron	98.5%	98.4%	0.0%
Out of Area	73.4%	73.3%	-0.1%
Overall	90.7%	90.6%	-0.1%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and 10% TAH Increase

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	205	206	1
Bluewater	392	393	1
Central Huron	262	263	1
Goderich	56	57	1
Howick	121	121	0
Huron East	334	336	1
Morris-Turnberry	95	96	0
North Huron	157	158	1
South Huron	183	185	2
Out of Area	495	495	0
Overall	2,302	2,310	8

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	117	117	0
Bluewater	222	224	1
Central Huron	132	134	1
Goderich	19	19	1
Howick	109	108	0
Huron East	211	213	2
Morris-Turnberry	54	55	0
North Huron	77	78	1
South Huron	47	48	1
Out of Area	394	395	1
Overall	1,382	1,391	9

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	41	42	0
Bluewater	66	67	0
Central Huron	38	39	1
Goderich	9	10	0
Howick	36	36	0
Huron East	105	106	1
Morris-Turnberry	18	18	0
North Huron	26	26	1
South Huron	11	12	0
Out of Area	158	158	0
Overall	508	513	4

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and 10% TAH Increase

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	11:39	11:41	00:01
Bluewater	10:36	10:37	00:01
Central Huron	06:58	07:00	00:01
Goderich	05:39	05:40	00:01
Howick	15:42	15:43	00:00
Huron East	09:12	09:14	00:02
Morris-Turnberry	08:37	08:39	00:02
North Huron	07:21	07:23	00:02
South Huron	06:44	06:47	00:03
Out of Area	13:34	13:36	00:01
Overall	08:43	08:44	00:02

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	18:42	18:44	00:02
Bluewater	17:19	17:21	00:02
Central Huron	14:33	14:36	00:02
Goderich	07:30	07:32	00:01
Howick	20:13	20:18	00:06
Huron East	19:22	19:24	00:02
Morris-Turnberry	16:01	16:06	00:04
North Huron	13:11	13:14	00:03
South Huron	10:54	10:56	00:02
Out of Area	20:24	20:25	00:01
Overall	16:43	16:45	00:02

95th Percentile (mm:ss)

LTM	2029 Maintain Performance	10% TAH Increase	Impact
ACW	21:40	21:43	00:03
Bluewater	19:39	19:41	00:02
Central Huron	17:03	17:06	00:04
Goderich	08:31	08:34	00:03
Howick	23:29	23:30	00:01
Huron East	21:02	21:04	00:02
Morris-Turnberry	19:25	19:28	00:03
North Huron	16:57	17:05	00:09
South Huron	12:53	12:57	00:05
Out of Area	23:23	23:25	00:01
Overall	19:25	19:27	00:02

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Response Performance

Comparing 2029 Maintain Performance and 20% TAH Increase

8-Minute Performance

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	31.2%	31.0%	-0.2%
Bluewater	35.6%	35.4%	-0.2%
Central Huron	65.1%	64.7%	-0.4%
Goderich	93.8%	93.5%	-0.3%
Howick	1.4%	1.4%	0.0%
Huron East	46.8%	46.4%	-0.5%
Morris-Turnberry	57.2%	56.9%	-0.3%
North Huron	69.7%	69.4%	-0.3%
South Huron	74.8%	74.3%	-0.5%
Out of Area	16.4%	16.4%	0.0%
Overall	57.0%	56.8%	-0.3%

12-Minute Performance

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	60.8%	60.7%	-0.1%
Bluewater	63.5%	63.2%	-0.3%
Central Huron	82.4%	82.1%	-0.3%
Goderich	97.9%	97.8%	-0.1%
Howick	11.9%	11.9%	0.0%
Huron East	66.4%	65.9%	-0.5%
Morris-Turnberry	75.8%	75.4%	-0.4%
North Huron	85.2%	84.9%	-0.3%
South Huron	93.5%	93.2%	-0.3%
Out of Area	33.5%	33.4%	-0.1%
Overall	75.4%	75.1%	-0.3%

17-Minute Performance

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	86.2%	86.0%	-0.2%
Bluewater	89.1%	88.9%	-0.2%
Central Huron	94.9%	94.8%	-0.1%
Goderich	99.0%	98.9%	0.0%
Howick	70.9%	70.6%	-0.3%
Huron East	83.3%	83.0%	-0.3%
Morris-Turnberry	92.1%	91.8%	-0.3%
North Huron	95.0%	94.8%	-0.2%
South Huron	98.5%	98.4%	-0.1%
Out of Area	73.4%	73.3%	-0.1%
Overall	90.7%	90.5%	-0.2%

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: Annual P4 Incidents outside Performance Target

Comparing 2029 Maintain Performance and 20% TAH Increase

Annual P4 Incidents outside 8-minute Target

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	205	206	1
Bluewater	392	394	1
Central Huron	262	265	3
Goderich	56	58	2
Howick	121	121	0
Huron East	334	337	3
Morris-Turnberry	95	96	1
North Huron	157	159	2
South Huron	183	186	3
Out of Area	495	495	0
Overall	2,302	2,317	15

Annual P4 Incidents outside 12-minute Target

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	117	117	0
Bluewater	222	224	2
Central Huron	132	135	2
Goderich	19	20	1
Howick	109	108	0
Huron East	211	214	3
Morris-Turnberry	54	55	1
North Huron	77	78	2
South Huron	47	49	2
Out of Area	394	394	1
Overall	1,382	1,396	14

Annual P4 Incidents outside 17-minute Target

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	41	42	0
Bluewater	66	67	1
Central Huron	38	39	1
Goderich	9	10	0
Howick	36	36	0
Huron East	105	107	2
Morris-Turnberry	18	18	1
North Huron	26	27	1
South Huron	11	12	1
Out of Area	158	158	0
Overall	508	516	8

Note:

Response Time measured from Time Notified

Huron County Paramedic Services

Model Results: P4 Average Response Time and Percentiles

Comparing 2029 Maintain Performance and 20% TAH Increase

Average (Mean) Response Time (mm:ss)

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	11:39	11:41	00:02
Bluewater	10:36	10:38	00:02
Central Huron	06:58	07:01	00:02
Goderich	05:39	05:41	00:02
Howick	15:42	15:46	00:04
Huron East	09:12	09:16	00:04
Morris-Turnberry	08:37	08:42	00:04
North Huron	07:21	07:25	00:03
South Huron	06:44	06:50	00:05
Out of Area	13:34	13:36	00:02
Overall	08:43	08:46	00:03

90th Percentile (mm:ss)

LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	18:42	18:45	00:03
Bluewater	17:19	17:23	00:04
Central Huron	14:33	14:37	00:03
Goderich	07:30	07:33	00:02
Howick	20:13	20:25	00:12
Huron East	19:22	19:25	00:03
Morris-Turnberry	16:01	16:10	00:09
North Huron	13:11	13:16	00:05
South Huron	10:54	10:58	00:04
Out of Area	20:24	20:26	00:01
Overall	16:43	16:47	00:04

95th Percentile (mm:ss)

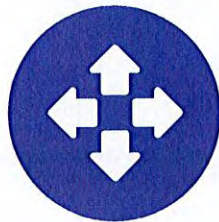
LTM	2029 Maintain Performance	20% TAH Increase	Impact
ACW	21:40	21:45	00:05
Bluewater	19:39	19:44	00:04
Central Huron	17:03	17:08	00:05
Goderich	08:31	08:36	00:05
Howick	23:29	23:35	00:05
Huron East	21:02	21:04	00:02
Morris-Turnberry	19:25	19:30	00:05
North Huron	16:57	17:11	00:15
South Huron	12:53	13:01	00:09
Out of Area	23:23	23:25	00:02
Overall	19:25	19:29	00:04

Note:

Response Time measured from Time Notified



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PLAN. PREPARE. PERFORM.

Model Results: P4 Response Performance

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post and Staffing

8-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	28.5%	28.0%	-0.5%
Bluewater	33.8%	33.4%	-0.3%
Central Huron	57.6%	56.1%	-1.4%
Goderich	88.8%	88.0%	-0.9%
Howick	1.1%	0.9%	-0.2%
Huron East	48.2%	31.4%	-16.8%
Morris-Turnberry	54.5%	47.6%	-6.9%
North Huron	67.0%	63.7%	-3.3%
South Huron	70.7%	70.6%	-0.1%
Overall	54.0%	51.5%	-2.6%

12-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	56.8%	56.2%	-0.7%
Bluewater	62.3%	61.8%	-0.5%
Central Huron	79.3%	78.1%	-1.1%
Goderich	95.4%	94.6%	-0.8%
Howick	11.5%	9.7%	-1.7%
Huron East	67.4%	51.9%	-15.5%
Morris-Turnberry	72.5%	62.2%	-10.3%
North Huron	81.6%	77.8%	-3.7%
South Huron	91.1%	91.0%	-0.1%
Overall	72.9%	69.8%	-3.0%

17-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	84.5%	83.7%	-0.8%
Bluewater	89.3%	89.2%	-0.1%
Central Huron	94.8%	94.6%	-0.3%
Goderich	98.5%	98.2%	-0.2%
Howick	69.1%	59.6%	-9.5%
Huron East	83.2%	71.3%	-12.0%
Morris-Turnberry	90.8%	83.3%	-7.6%
North Huron	93.9%	87.3%	-6.6%
South Huron	98.3%	98.3%	0.0%
Overall	90.2%	87.4%	-2.7%

Note:

Response Time measured from Time Assigned

Model Results: P4 Average Response Time and Percentiles

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post and Staffing

Average Response Time (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	11:59	12:07	00:08
Bluewater	10:40	10:42	00:03
Central Huron	07:37	07:47	00:10
Goderich	06:09	06:14	00:06
Howick	15:57	17:49	01:52
Huron East	09:02	11:24	02:22
Morris-Turnberry	09:02	10:37	01:35
North Huron	07:49	08:48	00:59
South Huron	07:09	07:11	00:01
Overall	09:02	09:34	00:32

90th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	19:04	19:22	00:19
Bluewater	17:13	17:16	00:02
Central Huron	14:48	14:57	00:09
Goderich	08:19	08:33	00:14
Howick	20:56	28:38	07:42
Huron East	19:11	20:16	01:05
Morris-Turnberry	16:41	20:45	04:04
North Huron	14:04	19:08	05:04
South Huron	11:43	11:44	00:02
Overall	16:57	18:03	01:07

95th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post and Staffing	Impact
ACW	21:49	22:05	00:16
Bluewater	19:17	19:19	00:02
Central Huron	17:09	17:20	00:11
Goderich	10:50	13:00	02:10
Howick	23:52	31:24	07:32
Huron East	20:52	21:33	00:41
Morris-Turnberry	19:37	23:29	03:51
North Huron	17:50	21:50	04:01
South Huron	13:49	13:51	00:02
Overall	19:30	20:42	01:11

Note:

Response Time measured from Time Assigned

Model Results: P4 Response Performance

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post, Staffing at Wingham

8-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	28.5%	28.6%	0.2%
Bluewater	33.8%	33.7%	0.0%
Central Huron	57.6%	57.7%	0.1%
Goderich	88.8%	89.3%	0.4%
Howick	1.1%	1.0%	-0.2%
Huron East	48.2%	31.9%	-16.3%
Morris-Turnberry	54.5%	55.8%	1.3%
North Huron	67.0%	73.6%	6.6%
South Huron	70.7%	70.6%	-0.1%
Overall	54.0%	53.3%	-0.8%

12-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	56.8%	57.2%	0.3%
Bluewater	62.3%	62.2%	-0.1%
Central Huron	79.3%	79.1%	-0.2%
Goderich	95.4%	95.9%	0.4%
Howick	11.5%	11.0%	-0.4%
Huron East	67.4%	52.4%	-15.0%
Morris-Turnberry	72.5%	72.1%	-0.4%
North Huron	81.6%	87.2%	5.6%
South Huron	91.1%	91.0%	-0.1%
Overall	72.9%	72.0%	-0.9%

17-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	84.5%	84.9%	0.4%
Bluewater	89.3%	89.3%	-0.1%
Central Huron	94.8%	94.7%	-0.1%
Goderich	98.5%	98.6%	0.1%
Howick	69.1%	70.9%	1.8%
Huron East	83.2%	71.7%	-11.5%
Morris-Turnberry	90.8%	92.5%	1.7%
North Huron	93.9%	95.9%	2.0%
South Huron	98.3%	98.3%	0.0%
Overall	90.2%	89.6%	-0.6%

Note:

Response Time measured from Time Assigned

Model Results: P4 Average Response Time and Percentiles

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post, Staffing at Wingham

Average Response Time (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	11:59	11:56	-00:03
Bluewater	10:40	10:40	00:01
Central Huron	07:37	07:37	00:01
Goderich	06:09	06:06	-00:03
Howick	15:57	15:53	-00:04
Huron East	09:02	11:16	02:14
Morris-Turnberry	09:02	08:52	-00:10
North Huron	07:49	07:01	-00:47
South Huron	07:09	07:11	00:01
Overall	09:02	09:09	00:07

90th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	19:04	18:55	-00:08
Bluewater	17:13	17:15	00:01
Central Huron	14:48	14:50	00:02
Goderich	08:19	08:12	-00:07
Howick	20:56	20:21	-00:34
Huron East	19:11	20:08	00:56
Morris-Turnberry	16:41	16:10	-00:31
North Huron	14:04	12:44	-01:20
South Huron	11:43	11:44	00:01
Overall	16:57	17:11	00:15

95th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Wingham	Impact
ACW	21:49	21:38	-00:11
Bluewater	19:17	19:18	00:01
Central Huron	17:09	17:12	00:03
Goderich	10:50	10:16	-00:35
Howick	23:52	23:43	-00:09
Huron East	20:52	21:21	00:29
Morris-Turnberry	19:37	19:30	-00:08
North Huron	17:50	14:56	-02:54
South Huron	13:49	13:50	00:01
Overall	19:30	19:32	00:02

Note:

Response Time measured from Time Assigned

Model Results: P4 Response Performance

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post, Staffing at Seaforth

8-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	28.5%	28.1%	-0.3%
Bluewater	33.8%	33.8%	0.0%
Central Huron	57.6%	56.8%	-0.8%
Goderich	88.8%	88.3%	-0.6%
Howick	1.1%	0.9%	-0.2%
Huron East	48.2%	36.9%	-11.4%
Morris-Turnberry	54.5%	47.7%	-6.8%
North Huron	67.0%	63.9%	-3.1%
South Huron	70.7%	70.9%	0.1%
Overall	54.0%	52.4%	-1.7%

12-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	56.8%	56.3%	-0.5%
Bluewater	62.3%	62.3%	0.1%
Central Huron	79.3%	80.2%	0.9%
Goderich	95.4%	94.9%	-0.5%
Howick	11.5%	9.7%	-1.8%
Huron East	67.4%	56.6%	-10.8%
Morris-Turnberry	72.5%	62.5%	-10.0%
North Huron	81.6%	78.1%	-3.5%
South Huron	91.1%	91.2%	0.1%
Overall	72.9%	70.9%	-2.0%

17-Minute Performance

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	84.5%	83.9%	-0.6%
Bluewater	89.3%	89.5%	0.2%
Central Huron	94.8%	95.0%	0.2%
Goderich	98.5%	98.3%	-0.1%
Howick	69.1%	59.8%	-9.3%
Huron East	83.2%	73.9%	-9.4%
Morris-Turnberry	90.8%	83.9%	-7.0%
North Huron	93.9%	87.5%	-6.4%
South Huron	98.3%	98.4%	0.0%
Overall	90.2%	88.0%	-2.2%

Note:

Response Time measured from Time Assigned

Model Results: P4 Average Response Time and Percentiles

Comparing 2020 Base Position (with Seaforth) with Remove Brussels Post, Staffing at Seaforth

Average Response Time (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	11:59	12:06	00:07
Bluewater	10:40	10:38	-00:02
Central Huron	07:37	07:37	00:00
Goderich	06:09	06:12	00:03
Howick	15:57	17:43	01:46
Huron East	09:02	10:34	01:32
Morris-Turnberry	09:02	10:34	01:32
North Huron	07:49	08:45	00:56
South Huron	07:09	07:07	-00:02
Overall	09:02	09:24	00:23

90th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	19:04	19:19	00:15
Bluewater	17:13	17:10	-00:04
Central Huron	14:48	14:36	-00:12
Goderich	08:19	08:28	00:09
Howick	20:56	28:19	07:24
Huron East	19:11	19:54	00:42
Morris-Turnberry	16:41	20:37	03:57
North Huron	14:04	19:02	04:58
South Huron	11:43	11:41	-00:02
Overall	16:57	17:49	00:53

95th Percentile (mm:ss)

LTM	2020 Base Position (with Seaforth)	Remove Brussels Post, Staffing at Seaforth	Impact
ACW	21:49	22:03	00:14
Bluewater	19:17	19:13	-00:04
Central Huron	17:09	16:58	-00:10
Goderich	10:50	12:11	01:20
Howick	23:52	30:37	06:45
Huron East	20:52	21:07	00:15
Morris-Turnberry	19:37	23:25	03:47
North Huron	17:50	21:47	03:57
South Huron	13:49	13:46	-00:02
Overall	19:30	20:28	00:58

Note:

Response Time measured from Time Assigned

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Jeff Horseman, Chief Emergency Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Jeff Horseman, Chief, Emergency Services, dated December 16, 2020, titled Mobile Workforce Strategy Phase 1 Update, as presented for information.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

Steve Lund, Director of Operations
Rob Taylor, Deputy Chief- Operations
Bill Lewis, Deputy Chief- Professional Standards

INFORMATION TECHNOLOGY IMPACTS:

None

FINANCIAL IMPACTS:

None

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Trust, Support, Respect, Honesty

SMT MANTRAS:

Put team members first, Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description Type	Upload Date	File Name
Mobile Workforce Strategy Phase 1 Report	Backup Material 12/3/2020	Mobile_Workforce_Strategy_Phase_1_PRAN_System_Report.pdf

CORPORATION OF THE COUNTY OF HURON

Emergency Services

TO: Warden and Members of Council
FROM: Jeff Horseman, Chief Emergency Services
DATE: December 16, 2020
SUBJECT: **Mobile Workforce Strategy Phase 1 Update**

RECOMMENDATION

Receive for Information.

BACKGROUND

The Emergency Services Mobile Workforce Strategy is broken down into three distinct phases. Phase one is the implementation of a new Automated Vehicle Locator (AVL) system, Phase two is the implementation of a new electronic patient charting tool, and the third phase is the implementation of Realtime Data/Two Way Communication.

At the completion of the entire strategy both Paramedics and Administration will have the ability to access real time data, submit reports to hospitals, and communicate electronically with dispatch in real time. This will ultimately improve patient care, response times, vehicle selection for response and Paramedic safety.

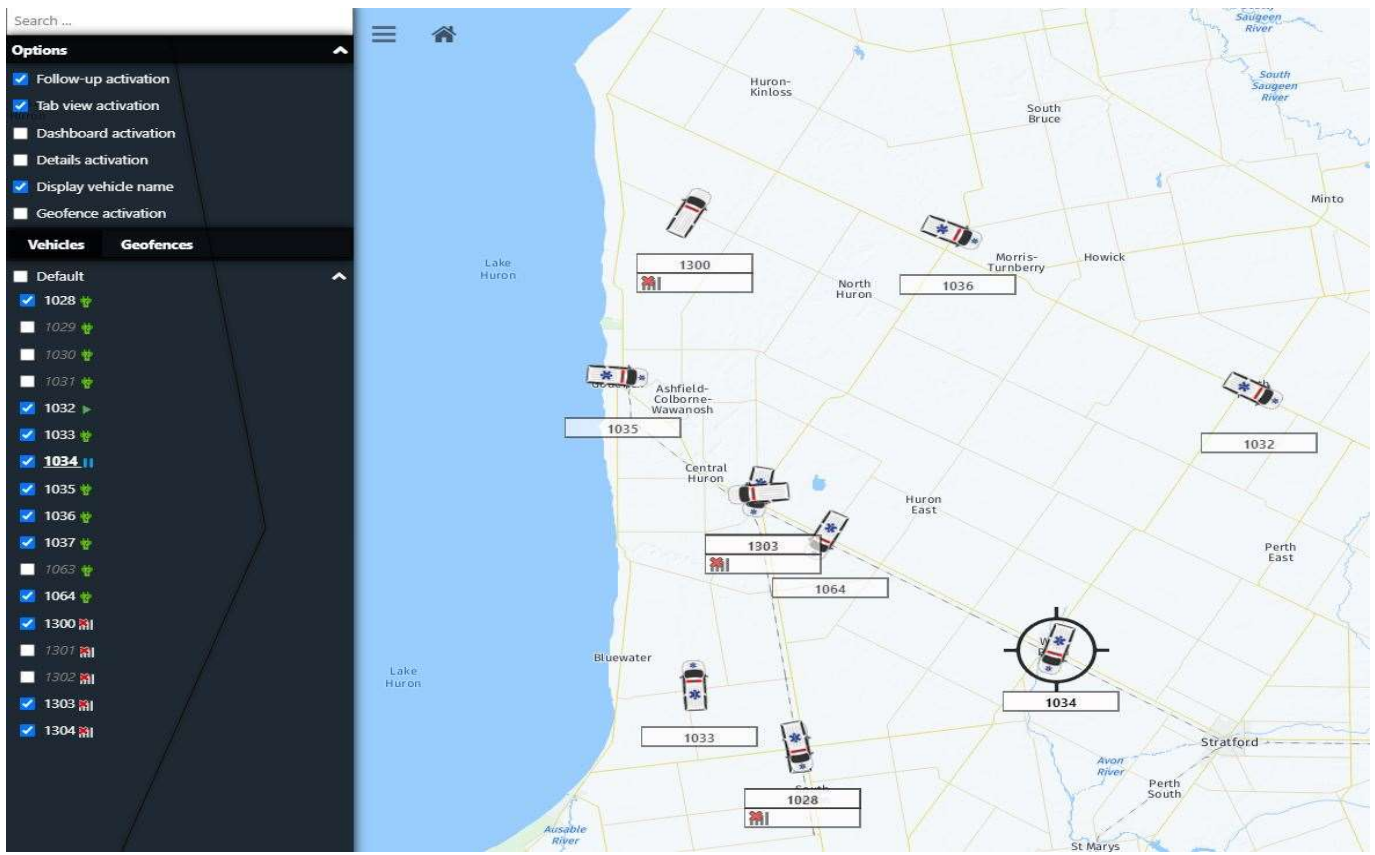
Phase One required Emergency Services to upgrade our AVL system to a system that was able to properly communicate with the Provincial Ambulance Communication Centre's, including the ability to communicate electronically in the form of two-way electronic communications, integrate with a patient charting program, and be hosted in Canada for patient information security.

Huron County Council approved the contract with PRAN Systems at the June 24, 2020 meeting and installation of the new PRAN system began in September. Installation was completed in late September and administration have been working to setting up customized reports and ensure the system is running properly. Effective December 1, 2020 Huron County Paramedic vehicles are completely changed over to PRAN systems to complete the first phase of the Mobile Workforce Strategy.

This report will give County Council a look into what the system is capable of and what data we can extract.

All the vehicles have wi-fi allowing Paramedic staff the ability to complete their patient chart (ePCR), download all required information from their defibrillator, and transmit the ePCR to the hospital without the need to be at a Paramedic Base. This will decrease the amount of time for staff to complete their paperwork. There will be more integration using the AVL wi-fi in phase two as we complete further integration between the ePCR program and PRAN systems.

For the Emergency Services Administration Team, the most important component of the AVL is the ability to see and manage the fleet of vehicles in real time. The picture below is a screen shot of how the Paramedic fleet is displayed on the PRAN Systems website.



This map is in real time and each approved user has the ability to log in and monitor fleet and ensure that appropriate coverage is maintained in Huron County.

The left-hand menu allows the user to “uncheck” vehicles that are not on duty or out of service so that only the active vehicles show on the screen.

Approved users also have the ability to use the “Dashboard” function as shown below.



When using the dashboard function the user can monitor several items on the individual vehicle. As shown above, vehicle 1034, is active on an emergency call. On the map the vehicle is shown highlighted in red, indicating that they are using their emergency lights. This is also shown on the dashboard picture in which the lights on the vehicle icon are flashing red.

The user can also see on the dashboard that the crew is travelling approximately 105km/hr. their fuel is approximately 7/8 a tank, the odometer shows 93,885km, they are in drive mode, and the three on board batteries are all registering a little over 14 volts.

Reports

There are several reports that can be run at any time. Some of these reports would help during accident investigations should an Emergency vehicle be involved in an accident. An example, below, shows the vehicle speed, if the brakes were applied, and if the emergency lights were activated.

Vehicle	Date	Vehicle speed (km/h)	Brake	Employee #1	Primary light	Wigwag light
1028	2020-11-17 16:12:49	3	on	Kelli Regier	off	off
1028	2020-11-17 16:12:53	7	off	Kelli Regier	off	off
1028	2020-11-17 16:12:55	8	on	Kelli Regier	off	off
1028	2020-11-17 16:12:59	1	on	Kelli Regier	off	off
1028	2020-11-17 16:13:00	1	on	Kelli Regier	off	off
1028	2020-11-17 16:13:01	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:07	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:13	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:21	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:27	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:35	0	on	Kelli Regier	off	off
1028	2020-11-17 16:13:37	1	off	Kelli Regier	on	off
1028	2020-11-17 16:13:38	5	off	Kelli Regier	on	on
1028	2020-11-17 16:13:41	12	off	Kelli Regier	on	on
1028	2020-11-17 16:13:42	16	off	Kelli Regier	on	on
1028	2020-11-17 16:13:43	16	off	Kelli Regier	on	on
1028	2020-11-17 16:13:45	27	off	Kelli Regier	on	on
1028	2020-11-17 16:13:46	32	off	Kelli Regier	on	on

A similar report shows when the emergency siren is activated

Vehicle	Date	Employee #1	Vehicle speed (km/h)	Siren
1028	2020-11-17 16:18:37	Kelli Regier	66	on
1028	2020-11-17 16:18:40	Kelli Regier	55	on
1028	2020-11-17 16:18:42	Kelli Regier	43	on
1028	2020-11-17 16:18:44	Kelli Regier	36	on
1028	2020-11-17 16:18:45	Kelli Regier	28	on
1028	2020-11-17 16:18:46	Kelli Regier	28	on
1028	2020-11-17 16:18:47	Kelli Regier	19	on
1028	2020-11-17 16:18:48	Kelli Regier	19	on
1028	2020-11-17 16:18:49	Kelli Regier	25	on

Compliance Reports

We also have the ability to track compliance and/or exception reports for certain items that will help Administration ensure safety and resourcing issues.

Below you will see a sample of an overspeed report. This report tracks when a vehicle exceeds the speed parameters that have been put in place by departmental standard operating procedure (SOP) for both non-emergency and emergency situations. This will allow the Paramedic Superintendents the ability to follow up with Paramedic staff as per requirements under the department SOP.

Trip start	Trip duration	Zone	Max speed	
2020-11-07 21:38:33	00:00:11	100km/hr	124	🔗
2020-11-07 21:40:00	00:00:15	100km/hr	123	🔗
2020-11-07 21:40:53	00:00:12	100km/hr	121	🔗

The other tracking report that can be generated is a Geofence Report. Below is a Geofence Report sample which shows the time a vehicle arrived at a hospital and the time when it left.

This will help us track off load delay times at individual hospitals and time spent outside Huron County.

Sector	Vehicle	Employee	Geofence	Come in	Come out	Duration
Default	1028	-	South Huron Hospital	2020-12-03 09:10:39	2020-12-03 09:10:58	00:00:19
Default	1028	-	Huron County	2020-12-03 09:10:58	2020-12-03 09:11:06	00:00:08
Default	1028	-	South Huron Hospital	2020-12-03 09:11:06	2020-12-03 09:43:10	00:32:04
Default	1028	-	Huron County	2020-12-03 09:43:10	-	-
Default	1031	-	Clinton Public Hospital	2020-12-03 09:17:59	2020-12-03 09:31:24	00:13:25
Default	1031	-	Huron County	2020-12-03 09:31:24	2020-12-03 09:31:38	00:00:14
Default	1031	-	Clinton Public Hospital	2020-12-03 09:31:38	2020-12-03 09:31:57	00:00:19
Default	1031	-	Huron County	2020-12-03 09:31:57	-	-
Default	1033	-	South Huron Hospital	2020-12-03 09:19:22	2020-12-03 09:43:13	00:23:51

Although we continue to build custom reports that can provide improved data for operations and management of the Paramedic fleet, the overall rollout of PRAN Systems has been completed and is proving successful.

County Council will receive a similar report for phase two once the ePCR roll out has been completed.

CORPORATION OF THE COUNTY OF HURON

TO: Chair and Council Members
FROM: Reanne Clark, Office Administrator
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Reanne Clark, Office Administrator, dated December 16, 2020, titled Economic Development November 2020 Update, as presented for information.

BACKGROUND:

November 2020 Update

The following is an update of major projects and initiatives led by the Huron County Economic Development department over the past month.

ENTREPRENEURSHIP & BUSINESS

Business Consults

Throughout November, Huron County Economic Development conducted 57 virtual one-on-one business consultations with local entrepreneurs and assisted with four new businesses starting and one existing business expansions, resulting in the creation of three new jobs.

Starter Company Plus

The fall 2020 intake for the Starter Company Plus program officially launched on November 9, 2020 and the deadline for enrollment is Friday December 4, 2020. The program will last about three months and provide support for developing a business plan, access to training on all aspects of running a small business, ongoing support for running your businesses, and the potential to receive a \$5,000 grant.

Digital Main Street – Digital Transformation Grants

Applications for the \$2,500 Digital Main Street Transformation Grants were due on November 30, 2020. These grants are aimed at helping small Main Street businesses improve their use of digital technologies to promote and run their businesses. For more information, email bwise@huroncounty.ca.

Digital Main Street – Digital Service Squad

The Huron County Digital Service Squad has launched and are working actively to promote their services to small businesses across Huron County. Throughout November, the three-person team has personally reached out to 500 businesses and has seen over 150 participants in the Digital Main Street 2.0 program.

The DSS team will be available to provide one-on-one support until mid-February 2021.

Huron County Economic Development, in partnership with all nine municipalities and the business organizations within them, have received a \$90,000 grant from Digital Main Street Ontario for a Digital Service Squad (DSS) to help small businesses in the region use digital technologies to adapt to a rapidly changing environment.

Business Workshops & Events

In November, the final two workshops in the “Embrace the Waves” webinar series occurred; one focused on strategic planning and the other on financial management. There was also two lunch and learn webinars: “Workplace Personalities...And Working with Them” and “Practicing Wellness and Managing Stress during a Pandemic...and Beyond.”

Upcoming workshops in December include:

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- December 16 | "Business Basics: Marketing & Sales"

Staff are currently planning workshops for Q1 2021 onwards.

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Huron County Economic Development continues to work closely with Huron County Children's Services on a program designed to encourage more people to become home childcare providers. The first information session and program intake will happen virtually on Tuesday, December 1, 2020 at 5:00 PM and the second intake period will begin on January 12, 2021 at 5:00 PM.

Ontario Business Centres Network

Huron County Economic Development is proud to join Small Business Enterprise Centres (SBEC) across Ontario in a newly formed network. Recently, the Province of Ontario provided \$2,040,000 to support Ontario's 47 Small Business Enterprise Centres to create a new Small Business COVID-19 Recovery Network. This network will enhance the capacity of all SBECs across the province to expand their services, supporting businesses across the province. The project will also build one central portal where businesses can access digital tools and training, connect with mentors and industry experts, and get information on government programs to help them navigate COVID-19 and more.

The Huron County Economic Development small business staff are excited to be part of a broader network and look forward to connecting with other small business supporters across Ontario.

AGRICULTURE

2020 Municipal Ag Economic Development & Planning Forum

The 12th annual Municipal Agriculture Economic Development & Planning Forum was hosted virtually by Huron County on November 18-19, 2020. Two half-day sessions were supplemented by a virtual tour of Huron County and some of its most exciting agricultural and rural development projects. Special greetings were delivered by Warden Jim Ginn, the Hon. Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs and the Hon. Lisa Thompson, Minister of Government and Consumer Services. The conference enjoyed attendance from across the province and has received very positive reviews. Thanks to all who attended, presented, and supported the project from its inception.

New Agricultural Products

Since March, the Economic Development Department has been working with Explorer Solutions to identify and develop business cases for promising new agricultural opportunities. The finished versions of the five business cases were presented to the Economic Development Board at its November meeting. To recap, the five opportunities are commercial hemp production, a provincially inspected meat processing facility, a vineyard (different from a winery), hazelnuts, and maple syrup (as a value add for landowners who are not currently tapping their trees). We are pleased with the work, and will soon begin working with investors to bring these projects to life.

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TOURISM

Huron County Wish Book

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The Huron County Wish Book is supported by a social media campaign and contest with weekly draws for \$100 in gift certificates from local merchants each week until December 24, 2020.

The Huron County Wish Book was developed by Huron County Economic Development in partnership with the Bayfield Chamber of Commerce, Blyth BIA, Central Huron BIA, Community Futures Huron, Goderich BIA, Huron County Chamber of Commerce Seaforth BIA, Municipality of Bluewater, South Huron Chamber of Commerce, Town of Goderich, Wingham BIA and the

Zurich District Chamber of Commerce.

Huron Hygge

Huron County Economic Development is working with a steering committee to develop and launch Huron Hygge, a new tourism initiative, this winter. The campaign embraces the core concepts of the Danish word hygge (pronounced hue-guh), promoting a series of virtual activities, products and services that contribute to physical and mental well-being and provide outlets to be inspired and find connectedness in these uncertain times. Huron Hygge will run throughout January and February and details will be posted on the Ontario's West Coast website mid-December.

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Bayfield was recently a film location for Director Brad Turner's new film "Trigger Point". Mr. Turner and his wife, Jessica Petelle, also a film director, believe that Huron County has untapped potential as a location for Ontario film productions. Encouraged by that professional opinion, Huron County Economic Development staff have begun exploring how to attract more film productions here.

Huron County is now participating in a Municipal Regional Film Group made up of fourteen Southwestern Ontario municipalities who are hosting film productions. The group meets regularly to share best practices and to advocate to the industry for more film productions taking place in Southwestern Ontario. Through this group, staff were able to connect with Ontario Creates, the live music and film production arm of the Province. In early November, Ontario Creates sent a photographer to Huron County to shoot potential film locations for their digital location database. The photographer was able to shoot approximately 100 locations over several days for the database.

IMMIGRATION PARTNERSHIP

Updates

The Huron County Immigration Partnership is working with Faux Pop Media to create a series of videos to enhance the awareness of racism and educate about anti-racism. The four segments, entitled "Humanizing our Differences" are conversations to explore our community's lived experience about diversity and immigration. The segments will seek to understand foundational concepts such as unconscious bias, privilege, micro aggression, and systemic racism. How are these concepts experienced in our community? How can we recognize the role we play in ensuring a welcoming and inclusive community? How do we value and embrace differences?

Panelists are drawn from Huron County and surrounding areas to provide a diverse range of perspectives and experiences. The conversations will be recorded in November and early December with an anticipated release date of early January. The libraries are also collaborating to curate collections to extend the community's learning and understanding of the topics. Huron County Immigration Partnership will also offer workshops on ally-ship, understanding biases, understanding cultural and racial communities and how to be an active bystander.

The Settlement and Service Delivery Working Group met in November and determined the need for an informal support network for temporary workers, a particularly vulnerable and under-served population. This network could help provide information and fill resource gaps for temporary workers and would rely upon cultivating relationships with the employers to provide information and better understand and identify the needs. We are working to identify the interested parties as a first step for this brand new initiative and then we will collectively

determine our next steps.

As part of a regional working group of Immigration Partnerships, we have created a first draft of the survey to investigate perceived acts of discrimination towards racialized peoples in Huron and Perth County. The data will help us understand how racism manifests in the community, what the effects are upon those targeted, and what strategies can be employed to combat racism in the future.

We would also like to welcome Hana Aria to the Economic Development Team. Hana will support the Immigration Partnership and work on communication and engagement strategies for the broader community and newcomers alike.

COMMENTS:

OTHERS CONSULTED:

All Economic Development Staff

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

Managed within existing budget.

COUNCIL PRINCIPLES:

Economic prosperity

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▢	Economic Development November 2020 Update	Backup Material	11/27/2020	HC_Ec_Dev_Update_-_November_2020.pdf



Huron County Economic Development

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We would also like to welcome Hana Aria to the Economic Development Team. Hana will support the Immigration Partnership and work on communication and engagement strategies for the broader community and newcomers alike.

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Kristin Crane, Immigration Partnership Coordinator
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report from Kristin Crane, Immigration Partnership Coordinator, dated December 16, 2020, titled Huron County Immigration Partnership Anti-racism Initiatives, as presented for information.

BACKGROUND:

This staff report is intended to provide an update on the Huron County Immigration Partnership initiatives as part of its ongoing mandate to build a welcoming community for immigrants and refugees.

COMMENTS:

The Huron County Immigration Partnership's strives to create a vibrant, welcoming community that embraces diversity where all community members feel a sense of belonging and are respected. As part of its ongoing work, the Immigration Partnership has recently formed an Equity, Diversity, and Inclusion working group. The first project of the working group is to develop a four-part panel series to engage rural audiences in a conversations to:

- increase our awareness of equity
- humanize our differences rather than ignore them
- understand what it means to be inclusive

The series, entitled *Humanizing our Differences*, in collaboration with Faux Pop Media, will explore different community members' lived experience as racial minorities and immigrants. The segments will seek to understand foundational concepts such as equity, unconscious bias, ethnocentrism, privilege, micro-aggression, and systemic racism.

Each of the four segments will address different themes that build on the awareness of the diversity of perspectives in our region, with a particular focus on newcomers and vulnerable minority groups. The segments will highlight how the concepts are experienced in the community.

Each segment will include excerpts of interviews with leading educators and facilitators in the areas of diversity, inclusion and equity, including Dr. Nita Tyler Mosby, Leroy Hibbert and Andrea Moffat. Our panel of experts will ground our local community segments with an understanding of core concepts and examples that guide our local conversations.

Overview of Segments:

1. Answering "Why It Matters" In Rural Ontario

Community, municipal and business leaders address the value diversity and inclusion adds to our community. Residents share their lived experience. What blinders do we have on that detract from our being a welcoming community?

Panelists: John Grace, Nevien Ibrahim, Leanne Kavanaugh, Gemma Mendez-Smith

2. A Conversation About Awareness

How does unconscious bias, xenophobia, and microaggression reveal itself? How have Muslim communities and other immigrants experienced these barriers?

Panelists: Sarah Shafiq, Rana Telfah, Aruba Mahmud, Donna Parsons,

3. A Conversation about Privilege

How does privilege and systemic racism appear? What are some of the lived experiences of young racialized newcomers?

Panelists: Awil Abdullahi, Hoda Al-Obaidi, Kate Ballagh-Steeper, Ted Doherty

4. A Conversation About Equity

Equity versus Equality... is there a difference? How has our Indigenous community and Black community members experienced systemic barriers to equity?

Panelists: Patsy Anne Day, Matthew Dawkins, Kendrew Jacobs, Dr. Miriam Klassen, Jana Bayer-Smith

Other opportunities offered to the community:

The Immigration Partnership is collaborating with the Huron County Libraries to curate a collection of additional resources for our community to extend the learning and continue conversations. Additionally, the Immigration Partnership will offer an educational opportunity at the end of each segment to the community. Topics include learning how to recognize and correct biases, becoming an active bystander, how to engage in positive and healthy cross-cultural interactions, and how to be an ally.

The intended Outcomes of the project are to:

- Stimulate community engagement in further action that attracts diversity, improves equity and inclusion and benefits the social and economic vibrancy of Huron County.
- Influence people's empathy and understanding of individuals with lived experience of discrimination
- Make it comfortable to have respectful conversations about differences that reduce the polarization and division and humanize our differences beyond physical traits, and physical representation of culture.
- Offer education, to allow people to acknowledge, name and recognize the different terms shared in the series.

OTHERS CONSULTED:

Cody Joudry, Director, Economic Development

INFORMATION TECHNOLOGY IMPACTS:

None

FINANCIAL IMPACTS:

None

COUNCIL PRINCIPLES:

Engaged community, Community-centered

SMT VALUES:

Respect, Honesty

SMT MANTRAS:

Tell me how it's good for Huron County, Have honest conversations

ATTACHMENTS:

Description	Type	Upload Date	File Name
(2) Panel ▫ Series Presentation	Presentation	12/10/2020	(2)Panel_Series_presentation_Dec2020.pptx

Anti-Racism Initiatives

Huron County Immigration Partnership

December 2020



Huron County Immigration Partnership

- The Immigration Partnership's mandate is to create more welcoming and inclusive communities
- The funding from IRCC is meant to support community capacity to support newcomers—both service providers and community members
- The Immigration Partnership Council met in June and decided that a more targeted and anti-racism specific approach is needed



Immigration Partnership EDI Initiatives

- The Equity, Diversity and Inclusion (EDI) Working Group formed in July
- The goal of the working group is to:
 - Create and implement a strategy to increase the public's knowledge of equity, diversity and inclusion
 - Advocate for systemic change at the organizational level
- The EDI working group will actively challenge racism



Immigration Partnership EDI Initiatives

- Developing a four part panel series to engage rural audiences on inclusiveness, equity and the value of diversity
- This is a collaboration with Faux Pop Media
- The panel series will:
 - Include local and regional panelists with lived experience and varied perspectives
 - Address a variety of themes to build awareness



Anti-Racism Panel Series Continued

- Regional EDI experts :
 - Dr. Nita Tyler-Mosby (Denver Institute)
 - Leroy Hibbert (LUSO Community Services)
 - Andrea Moffatt (DiverCity Consultants)
 - Dharshi Lacey (Pillar Nonprofit Network)
- Panel Themes:
 - Answering Why it Matters in Rural Ontario
 - Awareness
 - Privilege
 - Equity



Anti-Racism Panel Series 1-2

#1: Answering Why it Matters in Rural Ontario

- Community and business leaders discuss the value diversity & inclusion adds to the community
- How can we be a welcoming community?

Panelists: Nevien Ibrahim, Gemma Mendez-Smith, John Grace,
Leanne Kavanaugh

Mid January release

#2: A Conversation about Awareness

- How does unconscious bias, xenophobia and micro-aggression reveal itself?
- How have members of the Muslim Community experienced these barriers?

Panelists: Sarah Shafiq, Aruba Mahmud,
Rana Telfah

Late January Release



Anti-Racism Panel Series 3-4

#3: A Conversation about Privilege

- How does privilege and systemic racism appear?
- What are some of the lived experiences of young racialized newcomers?

Panelists: Awil Abdullahi, Hoda Al-Obaidi, Ted Doherty,
Kate Ballagh-Steeper

Mid-February Release

#4: A Conversation about Equity

- Equity vs Equality, what is the difference?
- How have the Indigenous Community and Black Community members experienced systemic barriers to equity?

Panelists: Patsy Day, Matthew Dawkins, Kendrew Jacobs, Dr.
Miriam Klassen, Jana Bayer-Smith

Late February Release



Anti-Racism Panel Series Outcomes

The intended outcomes are to:

- Stimulate community engagement in further action
- Influence people's empathy and understanding of individuals with lived experience
- Make it comfortable to have respectful conversations about differences
- Offer education, to allow people to acknowledge, name and recognize the different terms shared in the series



CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council
FROM: Michael Blumhagen, Treasurer and Director of Corporate Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated December 16, 2020, titled Social Research and Planning Council - Funding Request, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron **approve/not approve** Social Research and Planning Council's funding request of \$30,000.

BACKGROUND:

COMMENTS:

On October 21, 2020, the Social Research and Planning Council (SRPC) requested financial support from Huron County for 2021 of \$30,000. This funding is to be used for core support of the organization, including improving and maintaining the myPerthHuron platform. This platform helps to identify Huron specific statistics which is used by Social Services to help inform Housing program development. Other local research reports are also prepared.

In their delegation material, SSRC indicates that Stratford, Perth County and St Mary's provides a total of \$40,000 (\$0.52 per capita) in ongoing annual funding, and an equivalent "per capita" amount is being asked from Huron County. It's expected that the support being requested from Huron County would be requested annually going forward, as the request is to support core operations and is not limited to a one-time project, such as developing the Community Trends Platform.

Current County Supports:

Funding History

2015 - \$20,000 Community Trends Platform Phase 1

2017 - \$30,000 Community Trends Platform Phase 2

2018 - \$15,000 from Social Service CHPI to support myPerthHuron

2019 - \$15,000 from Social Service CHPI to support myPerthHuron

2020 - \$100,000 from Social Service Relief funds to the Huron Perth United Way to provide funding assistance to organizations. \$90,000 to be provided as assistance, \$10,000 for administration to support the program.

County Departmental Supports

Social Services:

Attached to this report is a summary of funding and services the Social Services department either receives from or provides to the United Way Perth Huron.

Social Services is recommending that \$15,000 be allocated from the CHPI funding in Q1, 2021 to assist in ongoing supports for myPerthHuron as the platform meets strategic objectives for the department. This funding would require an agreement with the SRPC, and is funded from the County's 2020-2021 CHPI allocation.

Library Services:

Support provided from the Library is in-kind with staff time. A staff person will attend the monthly meetings and will participate in project committees. Currently, the Library representative is in their 3rd, 3 year term. Annual hours will range from 24-40 hours, depending on the project work.

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

If approved, the \$30,000 will be required to be included in the 2021 Budget. \$15,000 funded by the 2020-2021 CHPI allocation and \$15,000 from the County levy.

COUNCIL PRINCIPLES:

Service excellence

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▣	Social Services - United Way supports	Backup Material	12/6/2020	Social_Services_Report_- _Funding_and_Services_- _Dec_2020.docx
▣	SRPC - original request for support	Backup Material	12/6/2020	SRPC_Delegation_Letter.pdf

Funding and Services
Social and Property Services and United Way Perth Huron

Funding and Services Received from UWPH:

Housing Advocate – the County has entered into a Supported Partner Agreement with UWPH in reference to our homelessness strategy. This funding, from the Community Impact and Allocations Committee within UWPH, proposes to provide \$48,000 in 2020-21 (to date we have received \$16,000) and \$52,000 in 2021-22. To utilize this funding, S&PS has hired a contract Housing Advocate position, with a focus on landlord engagement and motel/shelter diversion for our homeless individuals.

Urgent Needs Relief Fund – the County has entered into a Memorandum of Understanding with UWPH in reference to the Urgent Needs Relief Fund and the Student Nutrition Fund. To date, we have received, and spent, \$43,939 of the Urgent Needs Relief Fund to provide assistance with rent, utilities, food and transportation to low-income households; and \$21,810 in Student Nutrition for families with children to ensure nutritious food is available.

Emergency Community Support Fund – the County has entered into a Funding Agreement with UWPH, through a partnership with the United Way Centraide Network, to administer funds to communities to assist in providing capacity to the respond to the needs of vulnerable populations. The funding allocation to Huron of \$82,424 is being used primarily for rental and utility arrears to low-income households to avoid evictions and utility disconnections.

Reaching Home – the County has entered into a Funding Agreement with the United Way Simcoe Muskoka in reference to supporting projects that reduce homelessness and assisting individuals and families at imminent risk of homelessness. The County's grant funding totals \$40,000.

Huron Turning Point Residence – in 2016, S&PS created and funded a 3 bed transitional house in Exeter, through our CHPI allocation, which includes operational costs, third party staffing and peer supports to the guests of Huron Turning Point. In 2019, UWPH began funding 3 additional beds in terms of operational costs, and S&PS provides the funding for the third party peer supports.

Funding and Services Provided to UWPH:

Social Services Relief Fund – the County entered into a Memorandum of Understanding with UWPH in 2020 to provide Social Service Relief Funds to UWPH in the amount of \$100,000 (\$90,000 to be provided as funding assistance to organizations and \$10,000 (10%) would be utilized by UWPH to provide administration for this program). Organizations who provide assistance to vulnerable and low-income households apply for funding assistance to help support the capacity of their programs, and UWPH provides the administration in setting up processes to launch the fund. S&PS provides a staff member as a representative on the team that determines the funding allocations, and S&PS includes the information and application of the County of Huron website.

Social Research and Planning Council – S&PS provides a senior manager as a member of the Social Research and Planning Council (SRPC). The SRPC is operated by United Way Perth Huron and is comprised of community representatives who are dedicated to the collection, analysis and distribution of

information relating to social trends and issues in Perth and Huron County. Research enables United Way to discover and understand the root causes of issues affecting Perth-Huron and in turn mobilize the community.

myPerthHuron_- In 2014, County Council approved the Long-Term Affordable Housing and Homelessness Plan, which identified nine strategic areas for action, and one of these strategic areas was improved data collection and reporting.

The MyPerthHuron database was designed to help meet this strategic requirement. The target of the data collection and reporting requirement is to establish a common system to consistently gather data that reflects the current state of housing need in the County to facilitate service planning and resource allocation and enable accountability to the community.

This platform helps identify Huron specific statistics and inform program development. While some information can be found on Statistics Canada, the intent of the myPerthHuron platform is to further enhance those statistics with local community partner data in a consolidated system, accessible to a variety of end users. The availability of local data will also assist in completing grant applications which may potentially bring further funding for programs into the County. Additionally, local data may be of assistance to business developers and community partners in making informed decisions and in their understanding of the profile of the Huron community.

Evidence based program decisions are beneficial to the development of our community; myPerthHuron contributes to an enhanced understanding of the social determinants of health. It is through these measures that we are able to implement programs that may enable households to improve their quality of life. Recently, the County's Planning Department was contacted by Signum Insights, a consulting team working on the myPerthHuron platform, to determine which statistics would be beneficial for their usage.

Each year, S&PS has been providing the amount of \$15,000 to UWPH to assist with the myPerthHuron platform as part of our annual CHPI allocation. This amount has been budgeted in the CHPI fiscal year of April 2020 – March 2021, but has not yet been paid to UWPH.

It is the recommendation of S&PS to provide the 2020-21 CHPI funding allocation of \$15,000 to UWPH for the myPerthHuron platform, by entering into a Service Agreement which outlines program outcomes.

Barbara Hall
Director, Social and Property Services
December 2020



Social Research & Planning Council

To: Warden Ginn and Huron County Council

From: Kathy Vassilakos, Co-Chair, Social Research and Planning Council (SRPC)
Susanna Reid, Director of Planning, Social Research and Planning Council

Re: Request for Financial Support for the SRPC

Date: October 9 2020

The Social Research and Planning Council's mandate is to strengthen communities and inspire social progress through research, planning and evidence-based action in Huron, Perth, Stratford and St. Marys.

The SRPC plays a key role in the social fabric of the Huron Perth region.

- Our work is directed by a 16 member advisory Council, comprised of municipal and agency leaders and experts from across the region. The strong leadership behind the SRPC's work informs a targeted work plan.
- We publish local research on pressing local issues, offering agencies and municipal leaders with the information and analysis needed to make decisions and address social issues.
- Relying on evidence-based research, we work with community partners to implement report recommendations.
- The SRPC leverages core support received from the municipalities and the United Way to secure project grants. This brings additional resources to the area, and allows us to take on additional projects to address issues like poverty, housing and well-being.

At the September 22 2020 SRPC meeting, our Council provided direction to request Huron County Council provide funding to the SRPC. This report outlines the funding received from our municipal partners, as well as the United Way Perth Huron and other funders.

- Stratford, Perth and St. Marys provides the SRPC with \$40,000 annually. The population of for this area is approximately 76,000, and is contributing \$40,000 annually, which means per capita funding is \$.52
- Huron County's population is approximately 59,000. In 2017 and 2018, Huron County contributed \$30,000 per year to the SRPC. This represents contribution of \$.52 per capita.

We would like to request \$30,000 from Huron County in 2021 to match the per capita contribution of Perth, Stratford and St. Marys.

Highlights of SRPC's work are provided below:

- Initiated a collaboration with the School of Rural Planning and Development, at the University of Guelph for the 'Rural Response to Covid-19' research. This research effort is now integrated into Huron County Economic Development's data gathering efforts, to help understand how people living in Huron and Perth are being impacted by the pandemic.
- Undertook a survey of the Not-for-Profit sector (spring 2020) to understand how front-line organizations that support the most vulnerable communities have been impacted. The SRPC, together with the School of Rural Planning and Development, is developing a tool kit for the NFP organizations to assess and build their organizational resiliency. Strengthening the NFP sector is central to supporting vulnerable and newly vulnerable populations in our communities.
- Providing leadership to key networks within Huron County, including the Poverty to Prosperity network, Community Safety and Well-being, municipal recovery efforts.
- Informing conversations about income security to address systemic causes of poverty. The SRPC launched a Living Wage calculation in 2015, and updated it in 2018 and 2019. Twenty-eight employers are now certified Living Wage employers in Huron Perth, including the County of Huron.
- In 2020, released a Basic Income position paper, outlining the critical importance of a resilient and equitable safety net. In partnership with the Stratford Festival, we will be hosting a Basic Income Forum on Friday November 4 2020 at 7 pm, with panelists Senator Kim Pate, Ron Hikel, Director of the original Manitoba Mincome program, Associate Professor Tracy Carrier-Smith, Western University and Floyd Marinsceu, C4media
- Hosting a social data platform, www.mypertthuron.ca, using the Canadian Index of Well-Being to provide local, provincial and national data to inform decision making about social issues.
- Prepared Feasibility Studies for South Huron and Goderich to define the need for supportive housing in Exeter and Goderich, and summarize interest from local organizations in Exeter and Goderich community hubs (fall 2020).
- In January 2021, the SRPC will be releasing our next report on Mental Health and Addictions.

This following table summarizes social research released, as well as funding received from Huron County; Perth, Stratford and St. Marys; United Way Perth Huron; and other funders from 2011 to 2020.

Year	Summary of Social Research Efforts	Huron County	Perth County, St Marys and Stratford	United Way Perth Huron	Other grants
2020-21	<ul style="list-style-type: none"> - Collaborative research effort with the University of Guelph—<i>Rural Response to Covid 19</i> - Survey of not-for-profit sector, and development of a tool kit to support the not-for-profit sector's recovery from the impact of the pandemic - Housing/Hub Feasibility Studies for Goderich and Exeter - Supporting municipal recovery efforts - Contributing to the Community Safety and Well-being plans - Launching the development of a Poverty Reduction Strategy - Release of a Basic Income position paper - Continued development of the myPerthHuron website - Mental Health and Addictions report (Jan 2021) 	\$15,000	\$40,000	\$66,300	\$123,942
2019-20	Impact of Low Incomes on Households and Communities in Perth and Huron Counties Companion Photovoice exhibit 2019 Living Wage calculation	\$15,000	\$40,000	\$66,300	\$5500
2018-19	2018 Living Wage calculation	\$30,000	\$39,000	\$61,500	\$4000
2017-18	Newcomer report- covered both Huron and Perth Counties	\$30,000	\$44,000	\$61,500	\$19,500
2016-17	Launch of Rideshare program Launch of iVolunteer website Community Trends Platform- Phase 2	0	\$25,000	\$45,000	\$100,00 in kind, IT development
2015-16	Community Trends Platform- Phase 1 of the myPerthHuron website	\$20,000 to develop a Huron Poverty report card	\$25,000	\$30,000	\$20,000 in kind, IT development
2014-15	Living Wage report- covered both Huron and Perth Counties	\$500 (Lower tier funding)	\$20,000	\$30,000	

2013-14	Quality of Life report- covered both Huron and Perth Counties Volunteerism report – covered both Huron and Perth Counties	\$3000 (Lower tier funding)	\$20,000	\$30,000	
2012-13	Violence Against Women- covered both Huron and Perth Counties	\$1350 (Lower tier funding)	\$25,000	\$30,000	
2011-12	Transportation- covered both Huron and Perth Counties Addiction- covered both Huron and Perth Counties	\$500 (Lower tier funding)	\$15,000	\$30,000	

Respectfully submitted,



Kathy Vassilakos
Co-Chair, SRPC



Susanna Reid
Director of Planning
SRPC

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council
FROM: Michael Blumhagen, Treasurer and Director of Corporate Services
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated December 16, 2020 titled General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron approves the recommendation to proceed with Frank Cowan Company for the General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022 at the submitted price of \$851,689;

AND FURTHER THAT:

A by-law be drafted delegating the authority to the Treasurer and Director of Corporate Services to execute the required documentation for the January 1, 2021 to January 1, 2022 insurance program.

BACKGROUND:

COMMENTS:

The County issued a general insurance RFP on October 1, with a closing date of November 20, 2020. An RFP for insurance was previously issued five years ago. An insurance consultant, Somerset Insurance Consulting, was engaged to assist staff through the preparation and evaluation process due to the complexities of the various insurance policies.

The RFP was posted on the County's website and was forwarded directly to the four insurance companies that provide insurance coverage to municipalities.

These insurance companies are as follows:

- Frank Cowan Company
- Marsh/JLT Canada
- BFL Canada
- Aon Canada

Only two companies submitted proposals, Frank Cowan Company and Marsh/JLT Canada. Both BFL and AON reviewed our proposals but in the end, did not submit proposals citing the current difficult state of the insurance market following heavy losses in the municipal class along with Covid 19 related losses.

The two proponents who submitted proposals have worked hard to present their proposals that

are extensive and professionally produced. Both proponents are recognized as credible providers of municipal insurance programs in Canada and all have significant portfolios of municipal clients and all are providing insurance covers with 'A' rated licensed Canadian insurers.

The report from Somerset Insurance Consulting is attached to this document and provides the details of the various coverages, comparing the two proposals.

The pricing proposal (including both County and Housing) for the submissions are as follows:

- Frank Cowan Company - \$835,322
- Marsh - \$967,250

Staff are recommending that the County award the RFP to Frank Cowan Company. Frank Cowan is the incumbent insurer, and has been the County's insurer for many years. Staff continue to be happy with their services and support.

Two additional coverage increases are being recommended for 2021.

- Increasing the general liability from \$20 million to \$25 million at an additional cost of \$11,238. Awards against municipalities are growing substantially, particularly due to joint and several liability, and this increase will provide additional protection for the County.
- Increase the cyber coverage from \$500,000 to \$1,000,000 at an additional cost of \$5,129. Cyber attacks are becoming more frequent for municipalities and this will provide additional protection for the County.

These additions would increase the proposed premium for 2021 to a total of **\$851,689**.

The significant increase in premiums being quoted reflects the both the current environment for municipal insurance, along with a large potential joint and several claim for the County.

Some notable exclusions that were present in the submissions:

- The COMMUNICABLE DISEASE OUTBREAK EXCLUSION ENDORSEMENT. This effectively removes all cover for Covid 19 related claims and any other communicable disease related claims.
- Errors and Omission - Procurement liability – excludes any cover for claims associated with the selection and/or the awarding of a contract, and the failure to proceed with a contract

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

The total premium being recommended is \$851,689. This is an increase over the 2020 premium by \$203,282. This covers both the County and Huron County Housing Corporation.

2020 Premium			
	County		\$ 580,213
	Housing		\$ 68,194

	TOTAL		\$ 648,407
2021 Recommended Premium			
	County		\$ 716,013
	Housing		\$ 119,309
	Total		\$ 835,322
	Add-ons	Liability increase to \$25 million	\$ 11,238
		Cyber increase to \$1 million	\$ 5,129
	TOTAL		\$ 851,689
Increase over 2020			\$ 203,282

COUNCIL PRINCIPLES:

Service excellence

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
<div> <div></div> <div>Report - Somerset Insurance Consulting</div> </div>	Backup Material	12/6/2020	Huron_County_Ins_RFP_Report_Dec_2020.pdf
<div> <div></div> <div>Chart - Comparison of coverages</div> </div>	Backup Material	12/6/2020	Comparison_of_Coverages.pdf



CONFIDENTIAL

REPORT TO:

THE CORPORATION OF THE COUNTY OF HURON

For the attention of:

**Mr. Michael Blumhagen, CPA, CMA
Treasurer and Director of Corporate Services
County of Huron
1 Courthouse Square
Goderich, ON
N7A 1M2**

REGARDING: -

**THE INSURANCE PROVIDER RESPONSES TO THE: REQUEST FOR PROPOSAL FOR
GENERAL INSURANCE AND RISK MANAGEMENT SERVICES FOR THE TERM JANUARY 1,
2021 TO JANUARY 1, 2022**

Prepared by

**STEPHEN J. WHITE, FCII, CIP
Somerset Insurance Consulting**

December 4, 2020

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INTRODUCTION

Somerset Insurance Consulting has been engaged by Huron County to undertake the preparation of the Insurance Request for Proposal document including the detailed supporting documentation to allow the effective response of the specialist providers for the required insurance policies.

In addition, the work included a review in detail of the insurance covers of your incumbent provider, Frank Cowan Company, and the submitted proposals for the renewal of the General Insurance and Risk Management Program due January 1, 2021, and the proposals provided by the alternate recognized municipal insurance provider being Marsh/JLT Canada.

BFL Canada and Aon Canada received the RFP documents but did not submit proposals citing the current difficult state of the insurance market following heavy losses in the municipal class along with Covid 19 related losses.

The writer considered the details of the proposals and the comments and notes regarding the features, options and limitations of the proposed insurances and in addition has studied in detail the policy wordings contained within each proposal to further identify any limitations or exclusions to the covers. The writer has also included consideration of the following in the assessment process:

- the skills, qualifications and references of the potential providers
- the relevant experience with similar insurance programs of each proposer
- the individual experience of the service team persons put forward by the proposer
- the strength, reputation and claims-responsiveness of the insurance underwriters proposed by the RFP proponents

DOCUMENTS RECEIVED

1. Request for proposal document issued by Huron County for the 2021 insurance renewal
2. Underwriting information, Claims information, property schedule, auto schedule, and storage tank information.
3. Proposal received from your incumbent provider, Frank Cowan Company
4. Proposal received from Marsh Canada Limited/ JLT Canada

PROPOSALS REVIEWED

PROPOSAL RECEIVED FROM FRANK COWAN COMPANY

PROPOSAL RECEIVED FROM MARSH CANADA LIMITED/ JLT CANADA

FRANK COWAN COMPANY PROPOSAL

Cowan has been the long-term provider of the General Insurance program of Huron County for many years and their program also includes the cover for Huron County Social Housing. The principal policies in the program each have a deductible of \$100,000 per claim which is significant. However, requests for reduced deductibles of either \$50,000 or \$25,000 were given by Cowan as “Not Available”.

On the other hand, Social Housing property cover is subject to a \$5,000 deductible per claim which is considered as low, but the liability cover for Social Housing Was subject to a \$100,000 deductible. **Following a special request, Cowan has agreed to a reduced liability deductible for Social Housing of \$50,000 at no additional premium. However, no option is offered to reduce that deductible further in return for an additional premium.**

MUNICIPAL LIABILITY

- Coverage is quoted based on Cowan’s scripted and broad ‘occurrence’ wording with normal exclusions and providing cover for all the insured’s exposures except as otherwise shown
- The \$20 million limit meets the RFP specification, and no aggregate limit applies
- The deductible is **\$100,000** for each claim including expenses. This deductible also **applies to each claimant** for Sewer Back-up liability claims.
- Wrongful Dismissal Legal Expenses are included with a limit of \$500,000 per claim and annual aggregate, and a deductible of \$5,000 per claim. This limit is an increase over \$250,000 for the expiring term.
- The Policy Territory is not limited and so cover is worldwide.

- **The policy renewal is now subject to a new exclusion: The COMMUNICABLE DISEASE OUTBREAK EXCLUSION ENDORSEMENT. This is detailed on pages 142 and 174 of the proposal and effectively removes all cover for Covid 19 related claims and any other communicable disease related claims.**

E&O LIABILITY

- \$20 million limit
- Claims Made form of cover
- No Annual Aggregate Limit applies
- \$100,000 deductible applies to claims and expenses
- No retroactive exclusion date applies
- The definition of Insured is broad and includes Councilors, Employees, Statutory Officers, Firefighters, Volunteers, Boards, Commissions and Committees.
- COVER EXCLUDES CLAIMS FOR:
 - THE SELECTION AND/OR THE AWARDING OF A CONTRACT
 - THE FAILURE TO PROCEED WITH A CONTRACT

This exclusion also appears in the Marsh proposal and is being applied in light of general problems in dealing with the tender process and awarding of contracts. It is suggested that risk management attention needs to be undertaken to address this problem.

The policy renewal is now subject to a new exclusion: The COMMUNICABLE DISEASE OUTBREAK EXCLUSION ENDORSEMENT. This is detailed on pages 142 and 174 of the proposal and effectively removes all cover for Covid 19 related claims and any other communicable disease related claims.

NON-OWNED AUTO LIABILITY

- \$ 20 million limit
- Legal Liability cover for damage to Hired Autos is limited to \$250,000 per vehicle.

Deductible is \$5,000.

ENVIRONMENTAL LIABILITY

- \$2,000,000 Limit per loss and \$4,000,000 for all claims in the aggregate for any one policy year
- \$100,000 Deductible per loss

CRIME

- This quotation meets the RFP specification per the spreadsheet attached
- Cover includes Third Party losses up to \$5,000.

COUNCILLOR'S ACCIDENT

- This quotation meets the RFP specification per the spreadsheet attached

VOLUNTERS ACCIDENT

- This quotation meets the RFP specification per the spreadsheet attached

CONFLICT OF INTEREST

- This quotation meets the RFP specification per the spreadsheet attached with a \$100,000 limit and no aggregate limit.

LEGAL EXPENSE

- This quotation does not exactly the RFP specification per the spreadsheet attached with a \$100,000 limit and \$100,000 aggregate limit.

PROPERTY

The quotation includes:

- ALL RISKS COVER **NOW INCLUDING FLOOD & EARTHQUAKE** (the previous cover did not include Flood and Earthquake)
- REPLACEMENT COST cover on all properties INCLUDING HERITAGE PROPERTIES
- BLANKET BASIS for all property

BLANKET LIMIT	\$170,174,846
SCHEDULED ITEMS	\$ 1,510,000
FINE ARTS	\$ 409,400
EXTRA EXPENSE	\$ 500,000
RENTS	\$ 500,000
DEMOLITION & DEBRIS	\$ 50,000

- DEDUCTIBLE: \$100,000 FOR HURON COUNTY BUT **\$5,000 FOR SOCIAL HOUSING**

An option for the County has been provided for a reduced deductible of \$25,000 per loss at an additional premium of \$15,439.

The past 5 years claims history shows very limited property claims activity and this additional premium to save \$75,000 of deductible costs would not be considered cost effective. However, the County may favour the comfort of the reduced deductible going forward.

- **Virus and Bacterial Exclusion**

The policy is subject to a new exclusion following the circumstances of the Covid 19 Pandemic. This is the **Virus and Bacterial Exclusion to Property** for policies effective August 1st, 2020 for new business and October 1st, 2020 for renewals.

BOILER & MACHINERY

- \$50 MILLION LIMIT PER ACCIDENT FOR HURON COUNTY BUT \$100 MILLION FOR SOCIAL HOUSING
- EXTRA EXPENSE - \$500,000 FOR HURON COUNTY BUT \$1 MILLION FOR SOCIAL HOUSING
- DEDUCTIBLE: \$100,000 FOR HURON COUNTY BUT **\$10,000 FOR SOCIAL HOUSING**

An option for the County has been provided for a reduced deductible of \$25,000 per loss at an additional premium of \$1,633.

The past 5 years claims history shows no equipment breakdown claims activity. However, the County may favour the comfort of the reduced deductible going forward.

AUTO FLEET

- \$20,000,000 LIMIT applies
- Replacement cost cover without deduction for depreciation for vehicles up to 20 years old or newer BUT SUBJECT TO \$100,000 Deductible
- \$100,000 All Perils Deductible
- PERMISSION TO CARRY EXPLOSIVES OR RADIOACTIVE MATERIAL AVAILABLE WITH U/W INFO
- **Endorsement OPCF44R** – The Family Protection Endorsement – has a limit of \$2,000,000 which is considered the minimum limit that should be provided. Cowan was requested to provide a higher limit, but it was advised the current is their maximum available. However, Huron's vehicle schedule does not include private passenger vehicles that would likely be used by staff for their personal use.

CYBER RISK

LIMIT \$ 500,000 for:

1. Incident response
2. System damage and business interruption
3. Network security and privacy liability
4. Media liability
5. Court attendance

DEDUCTIBLE - \$15,000 (this is reduced from \$50,000 expiring)

An option is quoted to increase the limit to \$1,000,000 for the same covers as expiring at a **premium of \$30,100** but with a **deductible of \$25,000. This is recommended in light of the increased exposures for municipalities.**

TOTAL PREMIUMS - \$783,401 + Tax \$51,920.72 = \$835,321.72

OPTION TO INCREASE THE LIABILITY LIMIT TO \$25,000,000

Additional premium \$10,406 plus tax.

OPTION TO INCREASE THE LIABILITY LIMIT TO \$50,000,000

Additional premium \$39,591 plus tax.

OPTION TO VARY THE LEVELS OF DEDUCTIBLE

Cowan's proposal addresses protentional options for increased or reduced deductibles for some of the policies, but none appear cost-effective at the premium levels quoted for the policies.

MARSH CANADA LIMITED/JLT CANADA INC.

Marsh Canada is the provider of the **HSC GROUP INSURANCE PROGRAM** that is available to Social Housing Services and has independently provided a quotation for Huron Social Services with a total premium of \$103,555.58 plus tax. Because Marsh provides this program it is not permitted for Marsh to otherwise compete with the program and so **their quotation for the County excludes Social Services.**

The proposal of Marsh/JLT details the covers as explained below and in all cases the terms quoted are subject to **"No Claims Deterioration Prior to Binding"**. This means any serious loss prior to the January 1, 2021 renewal date must be reported to Marsh to reconsider the terms with the underwriter. A serious loss would be a major property damage claim significantly above the \$100,000 deductible or a liability/auto claim significantly above the \$100,000 deductible.

Other covers may require the completion of application forms and further information, but this is not considered to be a concern.

MUNICIPAL LIABILITY

- Coverage is quoted based on an 'occurrence' wording following the IBC 2001 standard wording with normal exclusions and providing cover for all the insured's exposures except as otherwise shown.
- The **\$25 million** limit made up by the CGL and Umbrella covers, and no aggregate limit applies except for Errors & Omissions, Employee Benefits Liability, and Products Liability. This compares to the specified limit of \$20 million currently in effect under the Cowan program.
- The deductible is **\$100,000** per loss as specified.
- Abuse/molestation cover applies with a sub-limit of \$250,000 per claim and \$500,000 aggregate as coverage provided to the accused person(s). **This aspect is provided on a "claims made" basis and the quotation has a retroactive exclusion date of January 1, 2021 which means there is no cover for abuse events prior to that date. If any circumstance is known at this time it should be reported now to your incumbent.**
- Sewer back-up claims are subject to the \$100,000 deductible **per claimant** as per the RFP specification
- Wrongful Dismissal Expenses are included up to a \$500,000 limit with \$500,000 which applies in the annual aggregate with a \$5,000 deductible.
- A BROAD COMMUNICABLE DISEASE EXCLUSION NOW APPLIES.

E&O LIABILITY

- \$25 million limit.
- \$100,000 deductible applies to claims and expenses.
- Claims Made form of cover
- The incidental medical malpractice cover is subject to a retroactive exclusion date November 15, 1993 which means occurrences that occurred prior to this date are not insured. The writer does not consider such exposures from so long ago to be of concern.
- A BROAD COMMUNICABLE DISEASE EXCLUSION NOW APPLIES.

Cover Excludes Claims For:

- The selection and/or the awarding of a contract
- The failure to proceed with a contract

This exclusion has also been highlighted by Cowan and the writer has seen instances of such losses in the past. **This may merit special risk management attention.**

NON-OWNED AUTO LIABILITY

- \$ 25 million limit
- Legal Liability cover for damage to Hired Autos is limited to \$250,000 per vehicle.

Deductible - \$1,000

ENVIRONMENTAL LIABILITY

- This quote is for a \$5,000,000 limit with \$5,000,000 aggregate which exceeds specifications.
- The deductible is \$100,000 as specified.

Subjectivities

EXCLUDES:

- **-ABOVE GROUND TANKS OVER 25 YEARS OLD**
- **-UNDERGROUND TANKS OVER 20 YEARS OLD**
- **- CLOSED LANDFILLS UNLESS MONITORED**

- **All underground tanks must be reported to insurer - no cover will apply to those not reported**

- **Terms subject to no claim's deterioration as of renewal date**

CRIME

- This quotation meets specification per the spreadsheet attached.

COUNCILLOR'S ACCIDENT

- This quotation meets the RFP specification but has a \$2,500,000 aggregate limit which means the total number of insured persons exposed together at any one time must be limited.

VOLUNTEER'S ACCIDENT

- This quotation has been omitted

CONFLICT OF INTEREST

- This quotation meets the RFP specification, and the cover is included within the liability cover.

LEGAL EXPENSE

- This quotation meets the RFP specification, and the cover is included within the liability cover.

PROPERTY

The quotation includes:

- All Risks cover Including Flood & Earthquake
- **COVER IS SUBJECT TO THE SCHEDULE OF LOCATIONS**
- Replacement Cost cover BUT APPRAISALS ARE REQUIRED FOR HERITAGE BUILDINGS IF REPLACEMENT COVER IS TO APPLY.
- Blanket Basis for all property
- No Coinsurance applies

\$115,468,492 BLANKET LIMIT

\$ 3,581,054 Gross Rents

\$209,400 Fine Arts

\$ 500,000. Extra Expense

\$1,436,000 Govs Res/Jail

\$100,000 BASIC DEDUCTIBLE UAV \$13,420

DEDUCTIBLES

\$10,000 PER CLAIM EXCEPT

\$50,000 FLOOD

\$100,000 or 5% QUAKE

SUBJECTIVITIES

1. No earthquake coverage for any buildings built prior to 1941 without confirmation of seismic upgrades
2. Current appraisal for the historic 181 Victoria Street location within 60 days of binding
3. No coverage for knob & tube wiring
4. Fine arts, EDP and CEF schedules
5. Confirmation of building systems and roof have been Inspected, updated, replaced or repaired as required for buildings older than 40yrs
6. No coverage for any new construction on a builder's risk
7. All vacant properties must be identified with completed vacancy applications
8. Any heritage buildings must be identified & appraisals provided for heritage replacement cost
9. All bridges/culverts must be identified and separated out of the blanket poed limit
11. Civic addresses including postal codes for all locations.
12. Schedule of Miscellaneous Tools and Contractors Unlicensed Equipment.
13. All cooking facilities are ULC wet chemical compliant with semi-annual maintenance contract and Class K portable extinguisher.

14. Unless specifically agreed, all heritage properties are covered for Replacement Cost only. For Heritage Replacement Cost, a professional appraisal must be provided for approval by the insurer.

15. All locations may be subject to Engineering Inspection.

16. Terms will remain as indicated

Inspections would be for insurers cost.

The reference to COVER IS SUBJECT TO SCHEDULE OF LOCATIONS means that any location not on file with the insurer would not be covered.

BOILER & MACHINERY

- INCLUDED IN PROPERTY POLICY
- DEDUCTIBLE - \$10,000 PER LOSS

AUTO FLEET

- \$25,000,000 LIMIT applies
- \$100,000 Deductible All Perils
- \$25,000 Deductible for BI and Direct Compensation
- OPCF 43 - No Depreciation Deduction for Vehicles 20 YEARS OLD OR NEWER (Fire Trucks 25 years old) but subject to \$100,000 deductible.
NOTE THIS COVER IS PROVIDED UNDER THE PROPERTY POLICY

Subjectivities:

- Provision of updated drivers list
- Completed auto application
- Terms subject to no claim's deterioration as at renewal date

CYBER RISK

LIMIT for:

1. Incident response	\$500,000
2. Cyber Crime	\$250,000
3. System damage and business interruption	\$500,000
4. Network security and privacy liability	\$500,000
4. Media liability	\$500,000
5. Court attendance	\$100,000(max \$2000 per day)

DEDUCTIBLE - **\$50,000** except Nil for Incident Response Costs and Court Attendance costs.

ALL COVERS ARE SUBJECT TO NO CLAIMS DETERIORATION PRIOR TO RENEWAL DATE

TOTAL PREMIUMS - \$ 800,436.00 + Taxes \$ 54,973.76 = \$855,409.76

OPTION TO INCREASE THE LIABILITY LIMIT TO \$50,000,000

Additional premium \$21,347 plus tax.

CONCLUSIONS

- The two proponents have worked hard to present their proposals that are extensive and professionally produced.
- Both proponents are recognized as credible providers of municipal insurance programs in Canada and all have significant portfolios of municipal clients and all are providing insurance covers with 'A' rated licensed Canadian insurers.
- **Your incumbent broker COWAN has quoted a premium total of \$835,321.72 including taxes with cover including that for the County and for Social Services.**

MARSH has quoted a premium of \$855,409.76 including taxes for the County and \$111,840.03 for Social Services making a total of \$967,249.79

- Marsh's quote does provide a liability limit of \$25 million for the County compared to the \$20 million of Cowan but Cowan offers the extra \$ 5 million limit for an additional \$10,406 plus tax. This increase is recommended as a \$25 million is frequently the limit selected by municipalities although a \$50 million limit may give the greatest security. The writer is aware of one municipality incurring a roads liability loss of over \$30 million. The losses in Walkerton are also an indication of the need for higher limits.

- The liability cover for Social Housing with Cowan is now subject to a \$50,000 deductible having been reduced from \$100,000 following a special request to Cowan's underwriter.
- Cowan's liability and E&O policy renewals are now subject to a new exclusion: The **COMMUNICABLE DISEASE OUTBREAK EXCLUSION ENDORSEMENT**. This is detailed on pages 142 and 174 of the proposal and effectively removes all cover for Covid 19 related claims and any other communicable disease related claims.

This exclusion is now common for liability insurers and is also part of Marsh's terms.

- **E&O LIABILITY**

Cover Excludes Claims For:

- The selection and/or the awarding of a contract
- The failure to proceed with a contract

This exclusion has also been highlighted by Cowan and the writer has seen instances of such losses in the past. **This may merit special risk management attention.**

CYBER RISK

The proposal sets out new options available from Cowan and it is recommended that the options be reviewed in detail with Cowan to select the most desirable cover in the current environment where municipalities are being subjected to losses, particularly extortion. The current basic limit of \$500,000 is considered as low and **an increase at least to \$1 million is recommended in light of the increased exposures for municipalities, including extortion cover.**

An option is quoted to increase the limit to \$1,000,000 for the same covers as expiring at a **premium of \$30,100 but with a deductible of \$25,000. This is recommended.**

OPTION TO INCREASE THE LIABILITY LIMIT TO \$50,000,000

Additional premium \$39,591 plus tax. -

This option is recommended for consideration in recognition that claims exposures continue to rise and many municipalities have secured higher limits in recent years.

It is recommended that the insurance renewal be awarded to Cowan.

The writer is available for discussions to address the contents of this report.

Respectfully submitted

A handwritten signature in black ink, appearing to read 'S.J. White', is positioned below a horizontal line.

Stephen J. White, FCII., CIP.

The following is provided for information as the recommendation is NOT to accept the Marsh options but rather, to renew with Cowan.

IMPORTANT NOTICE IF THE OPTION TO RENEW WITH MARSH IS SELECTED:

Re: Expiring Claims Made Liability Errors & Omissions Liability Insurance (E&O) Coverages

- The Errors and Omissions liability policies currently in force through COWAN will expire on January 1, 2021 and if any claim is reported after this date for any event that has occurred at any time prior to this expiry then the insurer will deny cover.
- If any claim is reported to a new E&O insurer engaged through another broker for any event that has occurred prior to January 1, 2021 and where it can be shown that any County employee had prior knowledge of the potential claim then the new insurer will also exclude cover for the claim
- It is therefore very important that all County personnel engaged with activities that fall within the scope of the E&O cover be notified well in advance of the change insurers and be requested to advise of any matter or circumstance which they reasonably believe could give rise to any allegation or claim for any error or omission on the part of any member of the County's personnel.
- This notice is of particular importance to the County's inspection staff and any persons dealing with provision of employee benefits. Others dealing with advisory services should also be included in the notification.

APPENDIX 1 – CURRICULUM VITAE

STEPHEN J. WHITE FCII., CIP.

Expertise, Technical Qualifications and Skills

- ❑ FCII (1978), CIP(1995)– Fellow of the Chartered Insurance Institute, Chartered Insurance Practitioner (U.K.).
- ❑ RIBO approved Errors and Omissions Program Development and Lecturing leader.
- ❑ Insurance Institute of Ontario – Errors and Omissions Program Developer and Leader, (continuous from 1980 to date)- Commercial General Liability course lecturer 2000.
- ❑ Humber College – “Contract liability” Program Developer and Lecture Leader (1986).
- ❑ Ontario Institute of Chartered Accountants – “Risk Management for Controllers” Program Development and Lecture Leader (1991 and 1992).
- ❑ Insurance Institute of Ontario, Speakers Club – Effective Presentation Training - Program Development and Seminar Leader (1999).
- ❑ Insurance Institute of Ontario – General Liability, Products and Premises Liability Insurance Program Developer and Leader (1999 to date).

Career History

Somerset Insurance Consulting Founder and Principal

1998 to date

- ❑ Specialist independent services for :-
 - Loss litigation management
 - Alternate risk financing
 - Coverage analysis
 - Legal expertise in all areas of property and casualty insurance, with special experience in errors and omissions liability, products and operations liability, and aviation
- ❑ Property and Liability Insurance coverage research, preparation and analysis.

Sedgwick Global Canada Senior Vice President and Director

1995 – 1998

- ❑ Managed “Global” production and service teams in Toronto and Calgary.
- ❑ Managed the technical excellence standards for Sedgwick Global to achieve ISO 9001 certification in 1997, both in Toronto and Calgary.
- ❑ Liability insurance expertise applied to serve leading Canadian Corporate clients.
- ❑ Conducted ongoing training programs in liability insurance.

**A&A Reed Stenhouse Ltd. (now Aon Reed Stenhouse Ltd.) Senior Vice President and
Unit leader 1981 – 1995**

- ❑ Managed Hi-Tech and Engineering major client service team.
- ❑ Liability insurance expertise applied to serve leading Canadian Corporate clients.
- ❑ Conducted training programs in liability insurance

**Gestas Inc., (a subsidiary of Sodarcan Inc., now acquired by Aon Corp.)
Toronto Branch Manager 1979 – 1981**

- ❑ Managed a team of 8 staff serving insurance brokers and policyholders in Canada for Errors and Omissions programs, Malpractice Plans and Directors and Officers insurance.
- ❑ Trained and mentored staff with training programs in liability insurance.

Education

- ❑ 1971 The Chartered Insurance Institute, Great Britain, Associate Program –ACII, 1971.
- ❑ 1978 The Chartered Insurance Institute, Overseas Member, Fellowship Program –FCII, 1978.
- ❑ 1995 The Chartered Insurance Institute, Chartered Insurance Practitioner – CIP, 1995.

APPENDIX 2 – SUMMARY OF BROKER RFP REPOSE ASSESSMENTS SPREADSHEET (XL)

CORPORATION OF THE COUNTY OF HURON						
SUMMARY OF BROKER RFP RESPONSE ASSESSMENTS - COVERAGE PERIOD JAN 1, 2020 - 2021						
COVERAGE	RFP SPECIFICATION		COWAN COVER/ OPTIONS INCLUDING SOCIAL HOUSING		COWAN PREMIUM including comm: excluding taxes	COMMENTS
MUNICIPAL LIABILITY	<p>\$20 MLN LIMIT MINIMUM MEDICAL EXPS - \$50,000 per person VOLUNTARY COMP -\$ 50,000 per accdt Forest FF - \$1MLN/\$2MLN agg</p> <p>\$100,000 DEDUCTIBLE (OPTION \$25K, 50K, 75K)</p> <p>SEWER B/U \$100,000 per claimant</p>		<p>\$15 MLN LIMIT/ NO AGGREGATE (EXCESS LIMITS RAISE TO TOTAL \$20 MILLION)</p> <p>\$100,000 DEDUCTIBLE</p> <p>SEWER B/U 100,000 DEDUCT PER CLAIMANT</p> <p>INCLUDES MED MAL</p> <p>Forest FF - \$2MLN/\$2MLN agg NIL Deduct</p> <p>WRONGFUL DISMISSAL EXPS \$500,000 LIMIT & AGG \$5000 DEDUCT</p>		\$ 331,500.00	<p>\$50,000 DEDUCTIBLE APPLIES TO SOCIAL HOUSING CLAIMS (Reduced from \$100,000)</p> <p>BROAD COMMUNICABLE DISEASE EXCLUSION NOW APPLIES.</p> <p>ABUSE INCLUDED TO POLICY LIMIT</p> <p>EXCLUDES PUNITIVE DAMAGES</p> <p>NO TERRITORY RESTRICTION</p> <p>OPTION - \$5 MLN XS OF \$20 MLN - PREM \$10,406 OPTION - \$30 MLN XS OF \$20 MLN - PREM \$39,591</p>
EXCESS LIABILITY	Requirement is for total limit of \$20 Million, 25 AND 50 MLN		\$5 MLN XS OF \$15 MLN Excess Limits		\$ 16,428.00	TOTAL LIMIT IS \$20,000,000 NO AGGREGATE
E&O LIABILITY	<p>\$20 MLN LIMIT minimum (25M , 50M) \$ 100,000 DEDUCTIBLE & OPTIONS Legal Expense and Conflict of Interest \$100,000 No Agg Wrongful Dis Exps \$250K (\$5K Deduct)</p>		<p>\$20 MLN TOTAL LIMIT NO AGGREGATE \$100,000 DEDUCT INC EXPS</p>		\$ 20,094.00	<p>PROFESSIONAL LIABILITY - NO AGGREGATE LIMIT</p> <p>BROAD COMMUNICABLE DISEASE EXCLUSION NOW APPLIES.</p> <p>EXCLUDES CONTRACT NEGOTIATIONS/AWARDS ETC.</p>
NON-OWNED AUTO LIABILITY	<p>\$20 MLN LIMIT NIL DEDUCTIBLE \$250,000 SEF94(\$5,000 Ded)</p>		<p>\$20 MLN LIMIT - NIL DEDUCT SEF 94 \$250,000 LIMIT & DEDUCT \$500</p>		\$ 300.00	

CORPORATION OF THE COUNTY OF HURON						
SUMMARY OF BROKER RFP RESPONSE ASSESSMENTS - COVERAGE PERIOD JAN 1, 2020 - 2021						
COVERAGE	RFP SPECIFICATION		COWAN COVER/ OPTIONS INCLUDING SOCIAL HOUSING		COWAN PREMIUM including comm: excluding taxes	COMMENTS
ENVIRONMENTAL LIABILITY	\$2,000,000 LIMIT/ \$4 mln AGG \$100,000 Deductible inc EXPENSES		\$2,000,000 LIMIT \$4,000,000 AGG \$100,000 DEDUCT		\$ 16,569.00	COVER NOT LIMITED TO SUDDEN & ACCIDENTAL CAUSES
CRIME	\$1,000,000. Commercial Blanket (OPTION \$2MLN) 500,000. Inside Robbery 500,000. Outside Robbery 500,000. Money Orders and Counterfeit Currency 1,000,000. Depositors Forgery 200,000. Professional Fees 200,000. Computer Fraud or Fund Transfer Fraud NIL Social Engineering Loss \$5,000 Resident Trust Fund (\$500 Deductible) THIRD PARTY COVER OPTION DEDUCT NIL		\$1,000,000. Commercial Blanket (OPTION \$2MLN) 500,000. Inside Robbery 500,000. Outside Robbery 500,000. Money Orders and Counterfeit Currency 1,000,000. Depositors Forgery 200,000. Professional Fees 200,000. Computer Fraud or Fund Transfer Fraud NIL Social Engineering Loss \$5,000 Resident Trust Fund (\$500 Deductible) THIRD PARTY COVER OPTION - \$25,000 LIMIT DEDUCT NIL		\$ 3,429.00	
COUNCILLOR'S ACCIDENT	\$ 250,000.Accidental Death & Dismemberment(OPTION \$500k) \$ 500,000. Paralysis – Hemiplegic, paraplegic, quadriplegic \$ 250,000.Permanent & Total Disability (365 from date of accident) \$500. / weekTotal Disability – no waiting period Maximum 104 weeks \$250. / weekPartial Disability – no waiting period Maximum 52 weeks No Deductible		\$250,000 Principal Sum \$500 Weekly - Total Disab \$300 Weekly Partial Disab		\$ 3,129.00	MAX AGE 80

CORPORATION OF THE COUNTY OF HURON						
SUMMARY OF BROKER RFP RESPONSE ASSESSMENTS - COVERAGE PERIOD JAN 1, 2020 - 2021						
COVERAGE	RFP SPECIFICATION		COWAN COVER/ OPTIONS INCLUDING SOCIAL HOUSING		COWAN PREMIUM including comm: excluding taxes	COMMENTS
VOLUNTEERS ACCIDENT COVER	\$ 250,000.Specific Loss Accident \$ 500,000.Paralysis – Hemiplegic, paraplegic, quadriplegic \$250,000.Permanent & Total Disability (365 from date of accident) \$250,000.Heart and Circulatory Malfunction \$500. / week Total Disability – no waiting period Maximum 104 weeks \$250. / week Partial Disability – no waiting period Maximum 8 weeks No Deductible		\$50,000 Accidental Death & Dismemberment \$100,000 Paralysis \$400 Weekly Total Disability \$200 Weekly Partial Disability		\$ 750.00	
CONFLICT OF INTEREST	\$100K No Aggregate		\$100,000 NO AGGREGATE NIL DEDUCT		\$ 528.00	
LEGAL EXPENSE	\$100,000 limit No Aggregate NIL Deduct		\$100,000 LIMIT PER CLAIM \$500,000 AGGREGATE NIL DEDUCT		\$ 2,841.00	
WRONGFUL DISMISSAL EXPENSES	\$250,000 LIMIT \$5,000 DEDUCT		\$250,000 LIMIT / \$500,000 AGGREGATE \$5000 DEDUCT		INCLUDED	
PROPERTY	ALL RISKS INCL FLOOD & QUAKE - REPL COST BLANKET BASIS NO COINSURANCE \$177,216,151 BLANKET LIMIT (Gaol \$1,436,000 Agreed Value) Fine Arts \$209,400 Gross Rents Business Interruption including Rental Income \$100,000 BASIC DEDUCTIBLE Fine Arts \$2500 Deduct		ALL RISKS INCLUDING QUAKE & FLOOD REPL COST BLANKET BASIS \$170,174,846 BLANKET LIMIT \$500,000 RENTAL VALUE \$100,000 DEDUCTIBLE BUT \$5000 FOR SOCIAL HOUSING DEDUCT \$100K or 3% Quake		\$ 220,570.00	INCLUDES ADDITIONAL LIVING EXPENSES FOR SOCIAL HOUSING \$10,000 PER UNIT, \$2,500,000 PER CLAIM REPLACEMENT COST ON ALL PROPERTIES INCLUDING RESTORATION OF HERITAGE PROPERTIES. AGREED VALUE ON GAOL \$1,436,000
SOCIAL HOUSING PROPERTY FUND						
BOILER & MACHINERY	LIMIT \$50 million Business Interruption \$10 mln \$100,000 DEDUCTIBLE		\$50,000,000 LIMIT PER ACCDT BUT \$100,000,000 FOR SOCIAL HOUSING \$100,000 DEDUCTIBLE BUT \$10,000 FOR SOCIAL HOUSING		\$ 6,530.00	

CORPORATION OF THE COUNTY OF HURON						
SUMMARY OF BROKER RFP RESPONSE ASSESSMENTS - COVERAGE PERIOD JAN 1, 2020 - 2021						
COVERAGE	RFP SPECIFICATION		COWAN COVER/ OPTIONS INCLUDING SOCIAL HOUSING		COWAN PREMIUM including comm: excluding taxes	COMMENTS
BOILER & MACHINERY- SOCIAL HOUSING			\$100,000,000 FOR SOCIAL HOUSING \$10,000 FOR SOCIAL HOUSING		\$ 940.00	
AUTO FLEET	\$20,000,000 LIMIT MIN \$100,000 DEDUCT ALL PERILS \$25,000 DED BI and Direct Comp REPL COST WITHOUT DEDUCTION FOR DEPRECIATION		\$20 MLN LIMIT IN TOTAL \$100,000 DEDUCT ALL PERILS \$25,000 LIABILITY DEDUCTIBLE		\$ 134,392.00	REPLACEMENT COST ON VEHICLES PER SCHEDULE 25 YEARS OLD OR NEWER BUT WITH \$100,000 DEDUCTIBLE
CYBER RISK	LIMIT \$500,000 DEDUCTIBLE \$50,000		LIMIT \$500,000 DEDUCTIBLE \$15,000		\$ 25,401.00	DEDUCTIBLE REDUCED TO \$15,000 QUOTE FOR \$1 MLLION LIMIT - PREMIUM \$30,150 BUT WITH \$25,000 DEDUCTIBLE
TOTAL PREMS					\$ 783,401.00	
TAXES					\$ 51,920.72	
GRAND TOTAL					\$ 835,321.72	
OPTIONAL INSURANCES						
			INCREASED LIABILITY LIMITS			OPTION - \$5 MLN XS OF \$20 MLN - PREM \$10,406 OPTION - \$30 MLN XS OF \$20 MLN - PREM \$39,591

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CORPORATION OF THE COUNTY C					
SUMMARY OF BROKER RFP RESP					
COVERAGE	RFP SPECIFICATION	MARSH COVER/OPTIONS HURON COUNTY EXCLUDING SOCIAL HOUSING	PREMIUM including comm: excluding taxes	COMMENTS	
ENVIRONMENTAL LIABILITY	\$2,000,000 LIMIT/ \$4 mln AGG \$100,000 Deductible inc EXPENSES	\$5 MLN LIMIT AND \$5MLN AGGREGATE \$ 100,000 DEDUCTIBLE	\$ 5,000.00	EXCLUDES: -ABOVE GROUND TANKS OVER 25 YEARS OLD -UNDERGROUND TANKS OVER 20 YEARS OLD - CLOSED LANDFILLS UNLESS MONITORED	
CRIME	\$1,000,000. Commercial Blanket (OPTION \$2MLN) 500,000. Inside Robbery 500,000. Outside Robbery 500,000. Money Orders and Counterfeit Currency 1,000,000. Depositors Forgery 200,000. Professional Fees 200,000. Computer Fraud or Fund Transfer Fraud NIL Social Engineering Loss \$5,000 Residnet Trust Fund (\$500 Deductible) THIRD PARTY COVER OPTION DEDUCT NIL	\$1,000,000. Commercial Blanket 500,000. Inside Robbery 500,000. Outside Robbery 500,000. Money Orders and Counterfeit Currency 1,000,000. Depositors Forgery 200,000. Professional Fees 200,000. Computer Fraud or Fund Transfer Fraud	\$ 3,000.00		
COUNCILLOR'S ACCIDENT	\$ 250,000.Accidental Death & Dismemberment(OPTION \$500k) \$ 500,000. Paralysis – Hemiplegic, paraplegic, quadriplegic \$ 250,000.Permanent & Total Disability (365 from date of accident) \$500. / weekTotal Disability – no waiting period Maximum 104 weeks \$250. / weekPartial Disability – no waiting period Maximum 52 weeks No Deductible	\$250,000 Principal Sum \$500 Weekly - Total Disab \$300 Weekly Partial Disab	\$ 6,351.00		

CORPORATION OF THE COUNTY C					
SUMMARY OF BROKER RFP RESP					
COVERAGE	RFP SPECIFICATION	MARSH COVER/OPTIONS HURON COUNTY EXCLUDING SOCIAL HOUSING	PREMIUM including comm: excluding taxes	COMMENTS	
VOLUNTEERS ACCIDENT COVER	\$ 250,000.Specific Loss Accident \$ 500,000.Paralysis – Hemiplegic, paraplegic, quadriplegic \$250,000.Permanent & Total Disability (365 from date of accident) \$250,000.Heart and Circulatory Malfunction \$500. / week Total Disability – no waiting period Maximum 104 weeks \$250. / week Partial Disability – no waiting period Maximum 8 weeks No Deductible				
CONFLICT OF INTEREST	\$100K No Aggregate	LIMIT \$100,000 DEDUCTIBLE NIL	included		
LEGAL EXPENSE	\$100,000 limit No Aggregate NIL Deduct	LIMIT \$100,000/\$500,000 AGG DEDUCTIBLE NIL	included		
WRONGFUL DISMISSAL EXPENSES	\$250,000 LIMIT \$5,000 DEDUCT	LIMIT \$500,000 AND AGGREGATE DEDUCTIBLE\$5,000	included		
PROPERTY	ALL RISKS INCL FLOOD & QUAKE - REPL COST BLANKET BASIS NO COINSURANCE \$177,216,151 BLANKET LIMIT (Gael \$1,436,000 Agreed Value) Fine Arts \$209,400 Gross Rents Business Interruption including Rental Income \$100,000 BASIC DEDUCTIBLE Fine Arts \$2500 Deduct	ALL RISKS INCL FLOOD & QUAKE - REPL COST BLANKET BASIS NO COINSURANCE \$115,468,492 BLANKET LIMIT \$ 3,581,054 Gross Rents \$209,400 Fine Arts \$ 500,000. Extra Expense \$1,436,000 Govs Res/Jail \$100,000 BASIC DEDUCTIBLE 5% or \$100,000 Earthquake Deductible	\$ 318,044.00	COVER SUBJECT TO: - SCHEDULE OF ALL PROPERTY ON FILE WITH INSURER - ENGINEERING INSPECTIONS - NO CLAIMS DETERIORATION -FURTHER SUBJECTIVITIES AS PER PROPOSAL	
SOCIAL HOUSING PROPERTY FUND					
BOILER & MACHINERY	LIMIT \$50 million Business Interruption \$10 mln \$100,000 DEDUCTIBLE	\$115,468,492 BLANKET LIMIT \$10,000 BASIC DEDUCTIBLE	\$ 31,804.00		

CORPORATION OF THE COUNTY C					
SUMMARY OF BROKER RFP RESP					
COVERAGE	RFP SPECIFICATION	MARSH COVER/OPTIONS HURON COUNTY EXCLUDING SOCIAL HOUSING	PREMIUM including comm: excluding taxes	COMMENTS	
BOILER & MACHINERY- SOCIAL HOUSING					
AUTO FLEET	\$20,000,000 LIMIT MIN \$100,000 DEDUCT ALL PERILS \$25,000 DED BI and Direct Comp REPL COST WITHOUT DEDUCTION FOR DEPRECIATION	\$25,000,000 LIMIT \$100,000 DEDUCT ALL PERILS REPL COST WITHOUT DEDUCTION FOR DEPRECIATION 20 YEARS \$25,000 B/PP DEDUCTIBLE	\$ 113,264.00	SUBJECT TO: COMPLETED APPLICATION DETAILS OF LOCATIONS OF GARAGE UPDATED LOSS RUN NO CLAIMS DETERIORATION	
CYBER RISK	LIMIT \$500,000 DEDUCTIBLE \$50,000	\$500,000 LIMIT EXCEPT Cyber Crime \$250,000 Deductible \$50,000	\$ 23,500.00	COVERS HAVE VARYING LIMITS PER PROPOSAL	
TOTAL PREMS			\$ 800,436.00		
TAXES			\$ 54,973.76		
GRAND TOTAL			\$ 855,409.76		
OPTIONAL INSURANCES					
		EXCESS LIABILITY \$25 MLN XS OF \$25 MLN		\$25 MLN XS OF \$25 MLN - PREM \$21,347	

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CORPORATION OF THE COUNTY C		
SUMMARY OF BROKER RFP RESP		
COVERAGE	RFP SPECIFICATION	PREMIUM including comm: excluding taxes
	MARSH COVER/OPTIONS HURON COUNTY SOCIAL HOUSING	
ENVIRONMENTAL LIABILITY	\$2,000,000 LIMIT/ \$4 mln AGG \$100,000 Deductible inc EXPENSES	
CRIME	\$1,000,000. Commercial Blanket (OPTION \$2MLN) 500,000. Inside Robbery 500,000. Outside Robbery 500,000. Money Orders and Counterfeit Currency 1,000,000. Depositors Forgery 200,000. Professional Fees 200,000. Computer Fraud or Fund Transfer Fraud NIL Social Engineering Loss \$5,000 Residnet Trust Fund (\$500 Deductible) THIRD PARTY COVER OPTION DEDUCT NIL	LIMITS: EMPLOYEE DISHONESTY \$250,000 MONEY \$25,000 DEPOSITORS FORGERY \$250,000 SOCIAL ENGINEERING \$250,000 DEDUCTIBLE NIL
		\$ 789.30
COUNCILLOR'S ACCIDENT	\$ 250,000.Accidental Death & Dismemberment(OPTION \$500k) \$ 500,000. Paralysis – Hemiplegic, paraplegic, quadriplegic \$ 250,000.Permanent & Total Disability (365 from date of accident) \$500. / weekTotal Disability – no waiting period Maximum 104 weeks \$250. / weekPartial Disability – no waiting period Maximum 52 weeks No Deductible	

CORPORATION OF THE COUNTY C		
SUMMARY OF BROKER RFP RESP		
COVERAGE	RFP SPECIFICATION	PREMIUM including comm: excluding taxes
VOLUNTEERS ACCIDENT COVER	MARSH COVER/OPTIONS HURON COUNTY SOCIAL HOUSING \$ 250,000.Specific Loss Accident \$ 500,000.Paralysis – Hemiplegic, paraplegic, quadriplegic \$250,000.Permanent & Total Disability (365 from date of accident) \$250,000.Heart and Circulatory Malfunction \$500. / week Total Disability – no waiting period Maximum 104 weeks \$250. / week Partial Disability – no waiting period Maximum 8 weeks No Deductible	
CONFLICT OF INTEREST	\$100K No Aggregate	
LEGAL EXPENSE	\$100,000 limit No Aggregate NIL Deduct	
WRONGFUL DISMISSAL EXPENSES	\$250,000 LIMIT \$5,000 DEDUCT	
PROPERTY	ALL RISKS INCL FLOOD & QUAKE - REPL COST BLANKET BASIS NO COINSURANCE LIMIT \$25,000,000 ANY ONE LOSS DEDUCT : \$10,000 \$177,216,151 BLANKET LIMIT (Gael \$1,436,000 Agreed Value) Fine Arts \$209,400 Gross Rents Business Interruption including Rental Income \$100,000 BASIC DEDUCTIBLE Fine Arts \$2500 Deduct QUAKE \$ 3 MLN LIMIT - \$50,000 DEDUCTIBLE FLOOD \$3MLN LIMIT \$100,000 or 3% DEDUCTIBLE	\$ 35,293.85
SOCIAL HOUSING PROPERTY FUND		\$ 49,317.40
BOILER & MACHINERY	LIMIT \$50 million Business Interruption \$10 mln \$100,000 DEDUCTIBLE	

CORPORATION OF THE COUNTY C		
SUMMARY OF BROKER RFP RESP		
COVERAGE	MARSH COVER/OPTIONS HURON COUNTY SOCIAL HOUSING	PREMIUM including comm: excluding taxes
BOILER & MACHINERY- SOCIAL HOUSING	LIMIT \$50 MILLION DEDUCTIBLE PER PROPERTY	\$ 801.81
AUTO FLEET	\$20,000,000 LIMIT MIN \$100,000 DEDUCT ALL PERILS \$25,000 DED BI and Direct Comp REPL COST WITHOUT DEDUCTION FOR DEPRECIATION	
CYBER RISK	LIMIT \$500,000 DEDUCTIBLE \$50,000	
TOTAL PREMS		\$ 103,555.58
TAXES		\$ 8,284.45
GRAND TOTAL		\$ 111,840.03
OPTIONAL INSURANCES		

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Susan Cronin, County Clerk
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by Susan Cronin, County Clerk, dated December 16, 2020, titled Electronic Council Meetings 2021, as presented for information;

AND FURTHER THAT:

The Council of the County of Huron supports conducting meetings electronically for the 2021 meeting schedule of all Council, Boards and Committees until an approved motion of Council amends this decision.

BACKGROUND:

On September 16, 2020 Council made the decision to continue conducting meetings electronically for the remaining 2020 meeting schedule of Council, Boards and Committees. As the COVID pandemic situation has not improved I recommend that Council continue to meet electronically with Zoom as the platform. This decision can be reassessed and amended at a future date.

COMMENTS:

OTHERS CONSULTED:

Warden McNeil
CAO Wark

INFORMATION TECHNOLOGY IMPACTS:

n/a

FINANCIAL IMPACTS:

n/a

COUNCIL PRINCIPLES:

Engaged community, Service excellence, Community-centered

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

ATTACHMENTS:

Description
No Attachments Available

Type

Upload Date

File Name

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Susan Cronin, County Clerk
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron approves the report by Susan Cronin, County Clerk, dated December 16, 2020, titled Update # 2 to User Fees and Service Charges;

AND FURTHER THAT:

The proposed amendments be included in the by-law for the December 16, 2020 regular meeting of County Council Day 2.

BACKGROUND:

The below amendments to the Museum Fee Schedule were not included in the report of November 25, 2020.

Archival Services (Reading Room) and Collection Services

By appointment and subject to staff availability for retrieval of documents.

Fees may be waived upon request for Huron County Authors who provide copies of their published works, students, and museum volunteers.

Day Pass for Reading Room	\$5.00 per person (member)
	\$6.00 per person (non member)

Virtual Search	\$30.00 per hour (subject to staff availability)
(Includes 2x15 minute virtual (telephone meetings and one hour of research time)	
Additional time	\$7.50/15 minutes

COMMENTS:

It is noted that the proposed By-Law would be effective January 1, 2021.

OTHERS CONSULTED:

Elizabeth French-Gibson
Meighan Wark

INFORMATION TECHNOLOGY IMPACTS:

n/a

FINANCIAL IMPACTS:

n/a

COUNCIL PRINCIPLES:

Long-term fiscal sustainability, Economic prosperity, Service excellence

SMT VALUES:

Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
No Attachments Available			

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Meighan Wark, CAO
DATE: 12/16/2020
SUBJECT:

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron receives the report by CAO, Meighan Wark, dated December 16, 2020, titled Strategic Priorities - December 2020, as presented for information.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

	Description	Type	Upload Date	File Name
▢	Strategic Priorities December 2020	Backup Material	12/11/2020	Strategic_Priorities_December_2020.pdf

Strategic Priorities Chart - December 2020

Items highlighted in **green** have been completed

Items highlighted in **yellow** are in progress

Council Priorities: Current	
External Service Review: Final Report	Sep-20
Reserve Policy	Nov-20
Remote Council Meeting Strategy	Nov-20
*Homelessness Short Term Strategy	
*Administration Office Report	

Council Priorities: Next	
By-Law List: Review Targets	
Housing Initiatives: Residential Intensification Guide	
Asset Management Funding Strategy	
Homelessness Task Force Long Term Strategy	

CAO	Meighan
External Service Review: Final Report	Sep-20
Modernization Strategy	Nov-20
Communications Plan	Nov-20
*Diversity and Inclusion Report	
*Administration Office Report	

Corporate Services	Mike
Asset Management Plan Funding Strategy	Nov-20
Debt Policy	Jan-20
Reserve Policy	Nov-20
Asset Management hierarchy and data gap analysis	
HRIS summary report	

Public Works & Emergency Services	Steve
Mobile Workforce Strat.Ph.1-AVL (ES)	Dec-20
Mobile Workforce Strat.Ph.2 - Pt.Charting	Jan-20
Cost Recovery Report (PW)	Jan-20
*Work Order System (Admin. PW)	
*Mobile Workforce Strat. Ph.3 (Realtime data) (ES)	

Social and Property Services	Barbara
Maintenance Efficiency: Review	Sep-19
Homelessness - Emergency Shelter	Nov-20
Review sale of Service Ontario Building	Oct-20
Finance Review Committee - Supportive Housing	Oct-20
Dispersed model for pilot site - ToR for project	On Hold
Service Integration: Strategy	Ongoing Project
Staff Remote Access	

Cultural Services and Library	Elizabeth
Library - Self Check Out Kiosks	Feb-21
Museum - Permanent Exhibit Design: RFP - Industry	Feb-21
Museum - Virtual Programming Review	Feb-21
Library - Marketing & Branding Plan	Feb-21
Museum - Policy Updates - 5 year review	Mar-21
Heritage Resources Digitization	ongoing
*Museum & Library Digitization	

Human Resources	Lara
Non-Union Job Evaluation: Job Information On-Line Tool Set up & Launch	Nov-20
HRIS: RFP to Council	Oct-20
Mental Health Strategy - Mental Health First Aid Training	Nov-20
*Cross County Insured Employee Benefit Program Review	
*Diversity & Inclusion Business Strategy	

Homes for the Aged	Connie
Implementation of Purchase Order System	Feb-20
Year-end Report to Council	Nov-20
Modified Accreditation Survey	Nov-20
*COVID-19 impact review/assessment	
*Equity, Diversity and Inclusion Survey	

County Clerk	Susan
By-Law Policy List: Review	Oct-20
Agenda Management: Cloud-Testing	Dec-20
Corporate Records System TOR	Nov-20
*CountyNet Policies	
*Update Procedural By-Law-Electronic meetings/Proxy voting	

Planning and Development	Sandra
Official Plan: Ministry Comments Report	Feb-21
Climate Change Lens Report	Feb-21
Growth Planning Best Practices Guide	Dec-21
*Housing Friendly Planning Review	
*Community Consultation - Best Practices	

Economic Development	Cody
Broadband Options Report	On hold
Tourism Strategy:2021 Action Plan	Nov-20
BRE Project: Steering Committee	Oct-20
* AgPrize 2020	
*Housing Financial Model Tool	

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council

FROM: Clerk's Office

DATE: 12/16/2020

SUBJECT: 14.1 Town of Mono open letter to the Honourable Sylvia Jones, MPP for Dufferin-Caledon and a resolution re: Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020, specifically addressing Schedule 6 of the Bill, Conservation Authorities Act.

14.2 Avon Maitland School Board (AMSB) - Board Meeting Highlights, November 24, 2020.

14.3 Municipality of Grey Highlands resolution re: Bill 229, Protect, Support and Recover from COVID 19 Act, Schedule 6, Conservation Authorities Act.

14.4 Town of Shelburne resolution re: Bill 229 and the Conservation Authorities.

14.5 The Maitland Blaze (Newsletter of the Maitland Trail Association) - Winter 2020-2021.

14.6 City of Quinte West resolution re: Bill 229 - Protect, Support, and Recover from COVID-19 (Budget Measures), 2020.

14.7 Holiday Giving Options for Council and staff to consider.

14.8 Drinking Water Source Protection Committee meeting minutes - July 24, 2020.

14.9 Drinking Water Source Protection Committee meeting minutes - October 25, 2019.

14.10 Drinking Water Source Protection Committee meeting minutes - March 27, 2020.

14.11 Message from the Ministry of Municipal Affairs and Housing "Communication from General (retired) Rick Hillier on Vaccines"

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

The Council of the County of Huron accepts correspondence not specifically dealt with, for information.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
14.1 Mono - Conservation Authorities Act	Correspondence	11/25/2020	14.1_Mono_-_Conservation_Authorities_Act.pdf
14.2 AMDSB - Board Meeting Highlights	Correspondence	11/25/2020	14.2_AMDSB_-_Board_Meeting_Highlights.pdf
14.3 Grey Highlands - Bill 229	Correspondence	11/26/2020	14.3_Grey_Highlands_-_Bill_229.pdf
14.4 Shelburne - Bill 229	Correspondence	11/26/2020	14.4_Shelburne_-_Bill_229.pdf
14.5 The Maitland Blaze	Correspondence	12/7/2020	14.5_The_Maitland_Blaze.pdf
14.6 Quinte - Bill 229	Correspondence	12/7/2020	14.6_Quinte_-_Bill_229.pdf
14.7 Holiday Giving	Correspondence	12/7/2020	14.7_Holiday_Giving.pdf
14.8 DWSPC Minutes July 2020	Correspondence	12/8/2020	14.8_DWSPC_Minutes_-_July_2020.pdf
14.9 DWSPC Minutes October 2019	Correspondence	12/8/2020	14.9_DWSPC_Minutes_-_October_2019.pdf
14.10 DWSPC Minutes March 2020	Correspondence	12/8/2020	14.10_DWSPC_Minutes_-_March_2020_.PDF
14.11 Memo from General Rick Hillier DEC 12	Correspondence	12/14/2020	14.11_Memo_from_General_Rick_Hillier_DEC_12.pdf
14.11 Task Force Deck	Correspondence	12/14/2020	14_11_Task_Force_Deck_Vaccination_Plan.pdf

- Vaccination Plan



November 25, 2020

Hon. Sylvia Jones
Solicitor General
George Drew Building, 18th Floor
25 Grosvenor St.
Toronto, ON M7A 1Y6

Re: Schedule 6 of Bill 229 - Open Letter to the Honourable Sylvia Jones, MPP for Dufferin-Caledon

Dear Honourable Sylvia Jones:

Mono Council unanimously passed a resolution at its meeting of November 24, 2020 and we append a copy of it to this letter. Mono is a member of three conservation authorities – Toronto Region, Credit and the Nottawasaga. We value the services provided – all services but in particular the assistance in making planning decisions that protect our drinking water, that protect us from developing in flood-prone areas and that protect our wetlands and aquifers.

In 2021 Mono will spend \$133,365 on conservation authorities. If we had to hire our own employees – engineers, planners, ecologists, hydrogeologists, foresters, outdoor educational staff, etc. – to do its own work, we would spend much more than \$133,365 for these services.

We were not impressed with Schedule 6 to Bill 229. It undermines the power of conservation authorities to do their job. And we were particularly unimpressed when your government slipped these proposed changes to the Conservation Authorities Act into a Budget Bill.

We are concerned that Schedule 6 undermines the ability of conservation authorities to make non-political, technical decisions based on science. It does this by allowing the Minister to overrule the decisions of conservation authorities. Schedule 6 will also interfere with the fiduciary duty of a conservation authority board member. Board members have to think of watershed-wide interests in making decisions. We are also concerned that Schedule 6 limits the enforcement powers of conservation authorities.

We have to agree with the Canadian Environmental Law Association (CELA) assessment of Schedule 6 of Bill 229, *“the package of amendments as proposed are likely to set back watershed planning and implementation of an ecosystem-based approach by decades. As such, CELA recommends*

that Schedule 6 not be enacted in its present form and instead be withdrawn in its entirety from Bill 229.”

Sincerely,

The Council of the Town of Mono

Mayor Laura Ryan

Deputy Mayor John Creelman

Councillor Ralph Manktelow

Councillor Sharon Martin

Councillor Fred Nix

Attachments:

- I. Town of Mono Resolution 6-VC17-2020 passed November 24, 2020

CC: Hon. Doug Ford, Premier
Hon. Rod Phillips, Minister of Finance
Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks
Andrea Horwath, Leader, Official Opposition
Steven Del Duca, Leader, Ontario Liberal Party
Mike Schreiner, Leader, Green Party of Ontario
Sandy Shaw, Critic, Finance and Treasury Board
Ian Arthur, Critic, Environment
Peter Tabuns, Critic, Climate Crisis

Email copies to: NVCA, CVC, TRCA, Canadian Environmental Law Association, AMO & all Ontario municipalities

Resolution #6-VC17-2020

Moved by Ralph Manktelow, Seconded by Fred Nix

WHEREAS the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 – Conservation Authorities Act;

AND WHEREAS the Legislation introduces several changes and new sections that could remove and/or significantly hinder conservation authorities' role in regulating development, permit appeal process and engaging in review and appeal of planning applications;

AND WHEREAS we rely on the watershed expertise provided by local conservation authorities to protect residents, property, and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act;

AND WHEREAS the changes allow the Minister to make decisions without conservation authority watershed data and expertise;

AND WHEREAS the Legislation suggests that the Minister will have the ability to establish standards and requirements for non-mandatory programs which are negotiated between the conservation authorities and municipalities to meet local watershed needs;

AND WHEREAS the \$133,365 that Mono spends on three conservation authorities (1% of budget) is a bargain for the services provided and begs the question as to why Mono would have to enter into three separate agreements for services it now happily receives - without further red tape;

AND WHEREAS municipalities believe that the appointment of municipal representatives on conservation authority boards should be a municipal decision; and the Chair and Vice Chair of the conservation authority boards should be duly elected;

AND WHEREAS it is sometimes not practical for the Town of Mono to appoint **only** council members (particularly if this excludes mayors and deputy mayors) to each of the three conservation authorities that service our municipality;

AND WHEREAS it has been the Town of Mono's experience with the Nottawasaga Valley Conservation Authority that having a chair or vice-chair serve for more than one year has produced experienced individuals;

AND WHEREAS the changes to the 'Duty of Members' contradicts the fiduciary duty of a conservation authority board member to represent the best interests of the conservation authority and its responsibility to the watershed;

AND WHEREAS conservation authorities have already been working with the Province, development sector and municipalities to streamline and speed up permitting and planning approvals through Conservation Ontario's Client Service and Streamlining Initiative;

AND WHEREAS changes to the legislation will create more red tape and costs for the conservation authorities, their municipal partners, and potentially result in delays in the development approval process;

AND WHEREAS municipalities value and rely on the natural habitats and water resources within conservation authority jurisdictions for the health and well-being of residents; municipalities value conservation authorities' work to prevent and manage the impacts of flooding and other natural hazards; and municipalities value conservation authorities' work to ensure safe drinking water;

THEREFORE, BE IT RESOLVED THAT: (i) the Province of Ontario repeal Section 6 of the Budget Measures Act (Bill 229), and (ii) that the Province continue to work with conservation authorities to find workable solutions to reduce red tape and create conditions for growth;

AND FURTHER THAT while we would prefer that Bill 229, Schedule 6 be repealed in its entirety, Council for the Town of Mono recommends the following amendments (in descending order of importance):

1. Delete the option for a person to appeal to LPAT or directly to the Minister;
2. Maintain the proposed stop work orders and property access;
3. Allow non mandatory programs as deemed advisable by each Conservation board;
4. Allow appointment of a member of the public to the Board and specify 'municipally elected official' rather than 'municipal councillor' which may exclude mayors, and continue to allow board chairs and vice chairs to serve more than one consecutive term.

"Carried"

This motion was passed unanimously.

Good News

Bullying Awareness and Prevention Week

AMDSB recognized and promoted Bullying Awareness and Prevention Week November 15-21. The Board Communications team released two mental health newsletters ([one for families](#) and one for staff) and released a series of social media posts. Schools provided information to families in their newsletters and sent information via social media. See examples from:

- [Bluewater Coast Elementary School](#)
- [Brookside Public School](#)



New! Pathways Advisory Committee to Give Guidance to Help Support Student Career and Life Planning



The Board of Trustees approved the creation of a new ad-hoc committee, the Pathways Advisory Committee that is welcoming community partners to support planning that will enable AMDSB to best support students in their initial postsecondary destination and ultimately to meet local industry needs. The role of the committee is to develop and enhance the labour market in Huron and Perth counties and existing Pathways programs in AMDSB (including Specialist

High Skills Major programs, the Ontario Youth Apprenticeship Program, cooperative and technological education courses, Dual Credits through community college partnerships). They will also work to collaboratively identify gaps between the Huron and Perth labour market needs and current Pathways plans in AMDSB, and finally provide recommendations and feedback regarding AMDSB Pathways promotion and to support planning that will enable AMDSB to best support students in their initial

postsecondary destination and ultimately to meet local industry needs. [Interested community partners are asked to complete this form to express interest in joining the committee.](#) The first meeting is scheduled for December 10 at 7pm.

Maitland River ES Hosts Virtual Christmas Market

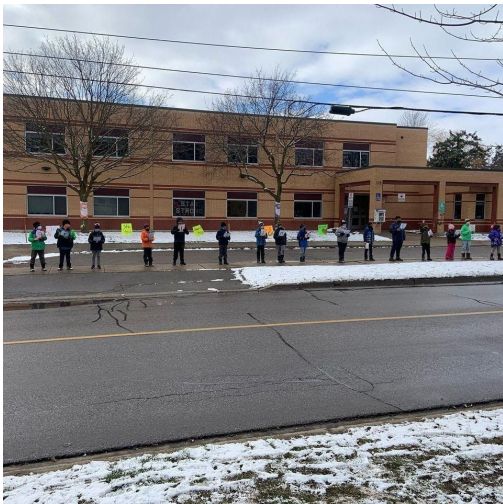
Trustee Schenk reported that Maitland River school council hosted an event called "12 Days of Christmas". Vendors were asked to pay a small fee to participate and a portion of their sales were donated back to the school.

Highlights from Indigenous Education and Equity Work

Superintendent Creery highlighted recent work happening in schools related to reconciliation and indigenous education, as well as the promotion of equity in our schools. She showcased [a video from students at FE Madill Secondary School](#) and an event at South Huron District High School hosted by Principal Bayer-Smith that focused on celebrating Transgender Week of Awareness. Click

Schools Show Support to Local Retirement and Long-Term Care Homes

Trustee Rothwell reported that schools in Stratford (Hamlet Public School) and North Perth have been showing their support for older adults in their communities.



Stratford District Continue Build their Green Initiatives and Stratford Council Opens up Public Spaces for Secondary Student Studies



Trustee Bisutti reported that Stratford District SS are taking their food waste and paper to 'feed' to a 'cow composter' to break down into soil for the school's gardens. Two students, Melanie Broughton and Sammie Orr from the Eco club and teachers Christine Ritsma, Cathie Riddell and Tony Rose were featured in [the Beacon Herald talking about Green initiatives at the high school.](#)

She also brought forward that Stratford Councillors agreed with staff to promote three locations (Stratford Public Library - SPL, Rotary Complex and the Burnside Agriplex) as indoor locations where secondary students can reserve space to study online. SPL has the added bonus of being able to offer the use of Chromebooks and scanning and photocopying services. [Details in this article from the Stratford Beacon Herald.](#)

Exeter Elementary School Receives New Child Care Spaces

The County of Huron, AMDSB and London Bridge Child Care Services announced the opening of a 'Family Age Grouping' Child Care program at Exeter Elementary School. [Full details in the November 24 media release.](#)

English as a Second Language (ESL) Update

Our new ESL team has been hard at work this fall. ESL Coordinator Leann Laframboise along with the ESL teachers Amy Simons and Debbie Pfohl have visited all AMDSB schools to update records on English Language Learners in the region. They completed 107 ESL assessments and shared the updated information with classroom teachers and school contacts. They have also facilitated the work of our new settlement workers, interpreters and translators. In the next few weeks, they will be creating online professional development for teachers to support their programming for English Language Learners in their classrooms.

Board Approves the Consolidated Financial Statements for the 2019-2020 Fiscal Year

The Board approved the recommendation from the Audit Committee to accept the draft Consolidated Financial Statements for the period September 1, 2019 to August 31, 2020, as presented by the Financial Services Management Team and the External Auditors at the November 11, 2020 Audit Committee meeting. The Consolidated Financial Statements represent the financial position of the Board at August 31, 2020. The Consolidated Financial Statements and Audit Findings Report for 2019-2020 will be posted on the Board website in the coming days.

Student Trustee Update

Student trustees (Makenzie Hallam and Elizabeth Benoit) provided an update. Student Senators are working on a pen pal program between the schools and local retirement and nursing homes. They are also working on a video project that introduces the senate (what they are and what they do).

Senior Staff Updates

Stratford Intermediate School Construction Update

Superintendent Carter reported that the second and third floor addition will be complete and ready for cleaning this week, the administrative offices, lobby and elevator will be complete in the coming weeks, and in the first floor addition, which will not be for regular school use, work continues. Asphalt, sidewalks, line painting, and landscaping are all complete for 2020.

Detroit Test of Learning Abilities (DTLA) Roll Out

This summer, Learning Services purchased the updated version of the DTLA. This assessment tool is used in all schools to test student cognitive abilities. Our psychology department has created a series of five training modules to use with Special Education Resource Teachers throughout the board to ensure that they are familiar with the changes in the DTLA-5 and how to accurately administer the assessments. A huge thank you to Paul Evans and William Williams for creating the modules and to Missy Pfaff for her leadership of this update.

Technology Update

Superintendent Morris highlighted a [new Technology and Software Help section of the board website](#). Students and families can now access online support and can easily access forms and help for online learning. She also reported that the survey assessing student technology needs is now closed. This information will help IT and school staff to deploy devices should we be directed by the Ministry of Education to move to a different learning model (i.e. Model B - hybrid or Model C - fully online).

Secondary Schools to Host Virtual Open Houses Throughout December

All 8 secondary schools will be hosting virtual open houses for current grade 6 and 8 prospective students throughout December. Details will be shared soon!

Future Board Meetings

- Tuesday, December 8, 2020 (Inaugural/Regular Board Meeting)

Meetings are hosted at the Education Centre unless otherwise noted

Future Meetings/Events with Trustee Representation

- Supervised Alternative Learning – November 30, 2020 at 8:30 a.m.

Meetings hosted at the Education Centre unless otherwise noted

November 18, 2020

Doug Ford, Premier
Legislative Building
Queen's Park
Toronto ON M7A 1A1

Sent via email: premier@ontario.ca

To whom it may concern:

Re: Grey Highlands Council resolution re: Bill 229

Please be advised that the following resolution was passed at the November 18, 2020 meeting of the Council of the Municipality of Grey Highlands.

2020-747

Cathy Little, Dane Nielsen

Whereas the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 – Conservation Authorities Act; and

Whereas the Legislation introduces a number of changes and new sections that could remove and/or significantly hinder the conservation authorities' role in regulating development, permit appeal process and engaging in review and appeal of planning applications; and

Whereas we, the Municipality of Grey Highlands, rely on the watershed expertise provided by local conservation authorities to protect residents, property and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act; and

Whereas the changes allow the Minister to make decisions without CA watershed data and expertise; and

Whereas the Legislation suggests that the Minister will have the ability to establish standards and requirements for non-mandatory programs which are negotiated between the conservation authorities and municipalities to meet local watershed needs; and

Whereas these proposed changes will impact Ontario's ability to adapt to and mitigate the effects of climate change by undermining the work of conservation authorities to keep development out of high risk areas and protect natural infrastructure; and

Whereas municipalities require a longer transition time to put in place agreements with conservation authorities for non-mandatory programs; and

Whereas municipalities believe that the appointment of municipal representatives on conservation authority Boards should be a municipal decision; and the Chair and Vice Chair of the conservation authority Board should be elected as per the discretion of the conservation authority Board; and

Whereas the changes to the 'Duty of Members' contradicts the fiduciary duty of a conservation authority board member to represent the best interests of the conservation authority and its responsibility to the watershed; and

Whereas conservation authorities have already been working with the Province, development sector and municipalities to streamline and speed up permitting and planning approvals through Conservation Ontario's Client Service and Streamlining Initiative; and

Whereas changes to the legislation will create more administrative burden and costs for the conservation authorities, and their municipal partners, and potentially result in delays in the development approval process; and

Whereas the combined contribution of municipal levy and self-generated revenues support 93% of the Grey Sauble Conservation Authority budget; and

Whereas the Provincial contribution to this budget is 7%, the majority of which is for Drinking Water Source Protection; and

Whereas municipalities value and rely on the natural habitats and water resources within our jurisdiction for the health and well-being of residents; municipalities value the conservation authorities' work to prevent and manage the impacts of flooding and other natural hazards; and municipalities value the conservation authority's work to ensure safe drinking water; now

Therefore be it resolved that the Province of Ontario work with conservation authorities to address their concerns by removing Schedule 6 from Bill 229 which affects changes to the Conservation Authorities Act and the Planning Act; and

That the Province of Ontario delay enactment of clauses affecting municipal concerns; and

That the Province of Ontario provide a longer transition period up to December 2022 for non-mandatory programs to enable coordination of conservation authority-municipal budget processes; and

That the Province respect the current conservation authority/municipal relationships; and

That the Province embrace their long-standing partnership with the conservation authorities and provide them with the tools and financial resources they need to effectively implement their watershed management role.

CARRIED.

Sincerely,



Raylene Martell
Director of Legislative Services/Municipal Clerk
Municipality of Grey Highlands

The Municipality of Grey Highlands

206 Toronto Street South, Unit One P.O. Box 409 Markdale, Ontario N0C 1H0
 ☎ 519-986-2811 Toll-Free ☎ 1-888-342-4059 Fax 519-986-3643
 🌐 www.greyhighlands.ca ✉ info@greyhighlands.ca

Cc: Hon. Rod Phillips, Minister of Finance (rod.phillips@pc.ola.org)
Hon. Jeff Yurek, Minister of Environment Conservation and Parks (jeff.yurek@pc.ola.org)
Hon. John Yakabuski, Minister of Natural Resources and Forestry
(john.yakabuski@pc.ols.org)
Hon Bill Walker, MPP (bill.walker@pc.ola.org);
Conservation Ontario (info@conservationontario.ca);
Saugeen Valley Conservation Authority (j.hagan@svca.on.ca)
Nottawasaga Valley Conservation Authority (mleung@nvca.on.ca)
Grey Sauble Conservation Authority (t.lanthier@greysauble.on.ca)
All Ontario Municipalities

The Municipality of Grey Highlands

206 Toronto Street South, Unit One P.O. Box 409 Markdale, Ontario N0C 1H0
☎ 519-986-2811 Toll-Free ☎ 1-888-342-4059 Fax 519-986-3643
🌐 www.greyhighlands.ca ✉ info@greyhighlands.ca



November 25, 2020

Hon. Sylvia Jones
Solicitor General
George Drew Building, 18th Floor
25 Grosvenor St.
Toronto, ON M7A 1Y6

RE - Bill 229 and the Conservation Authorities

Dear Honourable Sylvia Jones:

Shelburne Town Council passed the following resolution unanimously at its Council meeting held Monday November 23, 2020:

Moved By Councillor Walter Benotto
Seconded By Councillor Kyle Fegan

WHEREAS the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 - Conservation Authorities Act; and

WHEREAS the Legislation introduces a number of changes and new sections that could remove and/or significantly hinder the conservation authority's' role in regulating development, permit appeal process and engaging in review and appeal of planning applications; and

WHEREAS we rely on the watershed expertise provided by local conservation authorities to protect residents, property and local natural resources on a watershed basis by regulating development and engaging in reviews of applications submitted under the Planning Act; and

WHEREAS the changes allow the Minister to make decisions without conservation authority watershed data and expertise; and



WHEREAS the Legislation suggests that the Minister will have the ability to establish standards and requirements for non-mandatory programs which are negotiated between the conservation authorities and municipalities to meet local watershed needs; and

WHEREAS municipalities believe that the appointment of municipal representatives on Conservation Authority Boards should be a municipal decision, and the Chair and Vice Chair of the Conservation Authority Board should be duly elected; and

WHEREAS the changes to the 'Duty of Members' contradicts the fiduciary duty of a Conservation Authority Board member to represent the best interests of the conservation authority and its responsibility to the watershed; and

WHEREAS conservation authorities have already been working with the Province, development sector and municipalities to streamline and speed up permitting and planning approvals through Conservation Ontario's Client Service and Streamlining Initiative; and

WHEREAS changes to the legislation will create more red tape and costs for the conservation authorities, and their municipal partners, and potentially result in delays in the development approval process; and

WHEREAS municipalities value and rely on the natural habitats and water resources within our jurisdiction for the health and well-being of residents; municipalities value the conservation authorities work to prevent and manage the impacts of flooding and other natural hazards; and municipalities value the conservation authority's work to ensure safe drinking water;

NOW THEREFORE BE IT RESOLVED:

1. That the Province of Ontario repeal Schedule 6 of the Budget Measures Act (Bill 229);
2. THAT the Province continue to work with conservation authorities to find workable solutions to reduce red tape and create conditions for growth;
3. THAT the Province respect the current conservation authority and municipal relationships; and



4. THAT the Province embrace their long-standing partnership with the conservation authorities and provide them with the tools and financial resources they need to effectively implement their watershed management role.

CARRIED, Mayor Wade Mills

This motion was passed unanimously.

Thank You

J. Willoughby

Jennifer Willoughby
Director of Legislative Services/Clerk
Town of Shelburne

CC: Hon. Doug Ford, Premier
Hon. Rod Phillips, Minister of Finance
Hon. Jeff Yurek, Minister of the Environment, Conservation and Parks
Andrea Horwath, Leader, Official Opposition
Steven Del Duca, Leader, Ontario Liberal Party
Mike Schreiner, Leader, Green Party of Ontario
Sandy Shaw, Critic, Finance and Treasury Board
Ian Arthur, Critic, Environment
Peter Tabuns, Critic, Climate Crisis

Email copies to: NVCA, CVC, TRCA, Canadian Environmental Law Association, AMO & all Ontario municipalities

THE MAITLAND BLAZE



Newsletter of the Maitland Trail Association



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MTA BOARD OF DIRECTORS:

President | Kathleen Lush
Vice President | Anthony Hodsman
Treasurer | Don Forbes
Secretary | Bethany McRae
Membership Coordinator | Gerry Wasylciw
Trail Crew Coordinators | Roger Goddard,
Brian McCulloch, Mike Cicchini
Landowner Relations | Joanne Hickey
Annual Meeting Planner | Jacqui Empson-Laporte
Hike Leader / Newsletter Coordinator | Cristen Watt

TRAIL UPDATES

For the most up-to-date news about trail closures and trail etiquette, see the "[Trail Conditions](#)" page on the MTA website. Please also follow public health recommendations at all times. Practice social distancing while on the trails, avoid congregating in groups, and avoid non-essential travel.

Trail Closures From **Nov. 30th - Dec. 6th** the entire Maitland Trail is closed for gun deer hunting season. **Until December 31st**, the Maitland Trail is closed from the north end to south end of Black Hole Road. Wearing bright colours and keeping dogs leashed is recommended until the end of Deer hunting season on December 31st.

Until further notice, there is a re-route between PINERY LINE and SCHOOL RD/HERON LINE around the field, adding an additional ~2km to the total trail length. Watch for the signs and blazes.

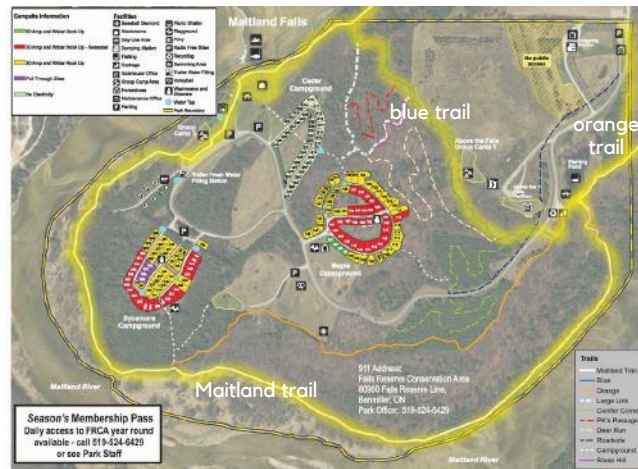
FALLS RESERVE ACCESS

What's included in your MTA membership?

Please do not stray from the yellow highlighted trail unless you have purchased an additional FRCA permit (i.e. day use or camping). MTA members are eligible for discounts on FRCA permits (see [MTA website](#) for details).

Day use passes must be purchased year-round.

Until April 15th: Park at the gatehouse with your membership card on your dashboard. From here, walk along the orange trail near the pond to access the Maitland trail and Blue trail sections (see map). Additional details can be found on the MTA [website](#).



YOUR MTA MEMBERSHIP INCLUDES ACCESS ONLY TO TRAIL SECTIONS HIGHLIGHTED IN YELLOW

GRATITUDE

MTA is weathering the restrictions imposed by the pandemic and we have cash reserves that will carry us over the next 12 months. However, we are enormously grateful for the generosity of our donors who have given to us freely, both in money and in kind.

To the Goderich Township (through a Community Grant) and those who supported our work in the Maitland Woods either through Canada Helps or the Candlelit Walk;

We received a total of \$15,691 during last winter and spring towards the construction of a new bridge into Maitland Woods and the replacement of (ultimately) 50% or nearly 500ft. of the Boardwalks along the perimeter trail of the Maitland Wood. Despite the restrictions imposed by the COVID-19 pandemic, the work is well in hand and proceeding smoothly.

We received donations both from individuals and from groups of folks who love to hike and have shown their appreciation of the work we do to keep the trails safe;

We would like to thank in particular those 6 individuals who contributed more than \$100, and to Race Huron, Maitland Inlet Marina, Mitchell's Bay Marine Park, Maitland Valley Marina, Lion's Club of Goderich, The Lawn Master, G2G Rail Trail Association, Rotary Club of Goderich.

The Board of MTA would especially like to thank Quinn Ross of The Ross Firm Professional Corporation, Goderich for his timely work "pro bono" in assisting the MTA with re-drafting our Land Use Agreements between our partner landowners - and our various periodic legal quandaries.



New bridge in the Maitland Woods.

LANDOWNER GENEROSITY MAKES OUR TRAIL WHAT IT IS!

The Maitland Trail is entirely beholden to the generosity of landowners for the use of their land to provide these ribbons of refuge that have been so important to so many in this stressful time of COVID isolation. Let us take a moment to consider where our membership would find respite if not on the trails and the natural environment that these generous neighbours make available to us and help us keep in good condition.

Here are just some of the contributions made this year by landowners, above and beyond the permission of access that they grant us.

John and Helene Moore

The Moores have all the trails of Huron County in their hearts. They are generous hosts to the Maitland Trail and have also taken an active interest in improving the Goderich to Auburn Rail Trail, now part of the G2G Trail that links Goderich and Guelph on a historic CPR railway right of way.

The CPR opened in 1919 on a right of way obtained from the owners by the railway and operated until 1988.* The rail lands were purchased from the CPR by the Province of Ontario in 1993. The Maitland Trail Association is a Steward of the trail on behalf of the Province from Highway 21 to Auburn. In the fall of 2019, G2G Inc was awarded an OMAFRA Rural Economic Development grant of \$80,000 to contribute towards a \$260,000 project to resurface the rail corridor for hiking and cycling traffic over its entire 127 km length. Beginning in Guelph and proceeding westward, it was uncertain that the funds would stretch the entire length of the trail. Much fundraising and in kind contribution was, and still is, needed to make the project viable.

The Moores are a cycling family, Helene being of Dutch descent and having experienced cycling on tow paths and rail trails in Canada and abroad. They could see the potential for this gem of a trail in their back yard! John, it turns out is a road builder by trade, being a cash cropping landowner who has much experience in moving equipment, and improving trails to become roads.

They got busy in the summer of 2019, rebuilding the Blind Line (Patton Sideroad, extension of Heron Line) and developing a stone dust spreading rig from cousin Roger's old snowblower**. Combined with a live bottom unloader aggregate truck, blading and compaction, an efficient resurfacing system was developed. Access for the equipment was prepared (much tree trimming and removal) by MTA and G2G volunteers from Blyth, Auburn and Goderich areas, many of whom were Moore family and in-laws. What a great community effort it was! Thanks to all the Moore family and friends for stepping up and giving the project the boost that it needed to be a complete success.

* The bridge at Goderich and adjoining lands were purchased by the Menesetung Bridge Association in 1990 and 1992 respectively.

** Roger, in addition to being a big part of the volunteer group clearing and resurfacing the GART has also been bush hogging the edge of the trail from Hwy 21 east to the Maitland River. Thanks Roger!



Helene, second from left, John, fourth from left and the clan, quite a force!

Betty and (deceased)

Gerald Fisher

When a trail closure was necessary to ensure hiker safety in the Colborne Ward, Betty and her family did not hesitate when asked to provide additional access on her property to allow the seasonal reroute around Chris Murphy's property. Chris has a passion for shooting targets from horseback and could not guarantee hiker safety, so a reroute was necessary.

Much thanks to Betty and her family for their support and allowance!



Betty left, with daughter Cindy, planting a tree beside the trail in 2018.



Daughter Nancy with Gracie trying out the new stile and doggie door, November 2020.

Achim and Allison Stoecker

Achim and Allison farms adjacent to the GART in the Colborne ward of ACW and Allison has been a long serving board member of the MTA. Each have made significant contributions to the MTA and its trails, Allison has served since 2017 on the Board of Directors of the MTA and for four years as the MTA representative to the Hike Ontario Association.

Allison is moving on from the MTA board and her HOA position. Tom Friesen, Past President of HOA send best wishes " I have always felt that Allison represented the Maitland Trail well to Hike Ontario and I appreciated her support for Hike Ontario to the Maitland Trail. I wish her well in her future endeavours." The entire Board of MTA joins with Tom in their expression of gratitude. Thanks for all your contributions Allison.

This year Achim remedied a perennial flooding problem on the G2G. Since 2010 MTA trail maintenance crew attempted to conduct surface water from the Stoecker's adjoining field using drains along the rail trail with some success. Unfortunately the drains were occasionally overwhelmed and trail damage occurred. Achim recognized that this could only be avoided by installing a culvert under the trail thereby avoiding the ditches and leaving the trail intact. He undertook this at their own expense.



The MTA is grateful to the contributions of the Stoecker family over the years and we look forward to seeing them enjoying the trails.

Greg Hazlitt and Bob Daer

Greg and Bob are neighbours to the GART at Westmount Line. In the spring of 2020 the Maitland Trail and the North Huron Trail Groomers (snowmobile club) were asked by a local tenant to improve the drainage beside the trail. Both Greg and Bob contributed financially to the project since it improved their land. Their contributions were made on a voluntary basis. The Maitland Trail Association is grateful for the good neighbors along the trail. Thanks Greg and Bob!

GUIDED HIKES



Planning to join a group hike? Please remember to **pre-register** with the hike leader as capacity may be limited, and **bring your own pen** for signing the waiver, or print and sign it at home to bring with you. A printable version of the current waiver can be found on the '[Scheduled Hikes](#)' page of the MTA website. Hike Leaders will ensure that current health recommendations are followed.

PRE-HIKE HEALTH SCREENING

You will be required to sign a waiver that includes a health screen before taking part in MTA-organized hikes. Please attend hikes only if you and others in your household:

- ☒ Have not experienced unusual cold or flu-like symptoms in the past 14 days.
- ☒ Have not travelled internationally in the past 14 days (including lay-overs).
- ☒ Have not been diagnosed with COVID-19 and not yet cleared as non-contagious, and have not had close contact to a known or suspected case of COVID-19.

Fewer hikes than usual are planned for the next several months. Here are a few ideas for small-group or solo activities:

- Explore the area by cross-county ski or snowshoe! The Lobb Trail, Naftel's Creek, and our county forests (such as the Sheppardton Tract) are great destinations for ungroomed x-country skiing. Snowshoes can be rented at Morrison Dam Conservation Area in Exeter and 360 Bikes 'n' Boards in Goderich (though this may change due to COVID-19).
- Scout out some local wildlife. Many animals, such as Snowy owls, are found here only in the winter months. Winter is also a great time of year to look for animal tracks. Hullett Provincial Wildlife Area has some excellent winter wildlife viewing / hiking opportunities.

Also check our website for details about upcoming events. Although these hikes have been scheduled, conditions may change later in the season. Be sure to contact the hike leader to confirm the hike has not been cancelled.

TUESDAY TROMPERS

Tuesdays

Are you retired? Working shift work? Got some time off? A work-at-home parent? Do you also want to get outdoors more, keep fit, and meet interesting people? The answer to all of these needs may well be: Join the Tuesday Trompers! Each Tuesday you will be able to meet other 'leg-power--minded' people and walk in different locations around Goderich and Huron County, sections of the Maitland Trail or conservation areas for an approximately 1 hour hike/walk. Trompers are notified by email each week where the next week's destination will be.

Outings are Tuesday mornings, about 9-10am. If you wish to be on this email list, send us an [email](#).

NEW YEARS DAY HIKE

January 1st, 1 PM



What a great way to start off the New Year right and wear off some of the holiday cheer by joining us to hike, ski or snowshoe depending on the weather at the Falls Reserve, Benmillier. Dress according to the weather. Must pre-register by phone with Faye Ribey (519-524-2070) or Wendy (519-525-6976) or email Faye at 'fribey@hurontel.on.ca' or Wendy at w.hoernig@gmail.com'. Level 1-2 moderate pace, 1-1 1/2 hours.

WANT TO BECOME A HIKE LEADER?

Contact Cristen:
cristenwatt@trentu.ca for
details about certification
and MTA sponsorship.

LOST AND FOUND

Lose or find something
out on the trail?

Go to our Facebook page or the [website](#). It would be helpful if you attach a picture and your contact information.



CANCELLED

MEMBERSHIP MEETING

Due to the COVID-19 pandemic, we unfortunately will **not** be holding an in-person Membership meeting this fall. You can still renew your membership online, or by mail (a membership renewal form is attached at the end of this newsletter). Just print it off and mail it in with your cheque to the address on the form. It is likely our AGM will be held virtually which will allow the MTA board to share important info with the membership. Watch our website, and emails to follow in the new year.

STAY TUNED

LANTERN WORKSHOP & CANDLELIT WALK

Unfortunately, the Candlelit Walk and Lantern Workshop are likely to be cancelled, but keep an eye on our website in the New Year for details and news about other ways to take part in Winterfest 2021.

DIY CAMINO (September 2020)

Thank you to all who participated in the 2020 DIY Camino. We had a grand total of **66 participants!** Congrats to all of the winners of the bingo card draw. We hope everyone had a good time on trails, and hope to see you in person next year.

TRAIL ETIQUETTE: COURTESY IN THE OUTDOORS

The Maitland Trail is possible through the generosity of many landowners, so please be respectful at all times. Here are a few reminders of our Trail Users Code:

1. Know the permitted uses of the trail. MTA maintains over 80km of trails for foot traffic only. The only exception is the GART where other uses are permitted (shown at right).
2. Follow the blazes and stay on marked routes.
3. Practice 'Leave no trace'. Leave flowers, plants, and animals undisturbed and carry out your garbage.
4. Keep dogs on a leash, especially near farms and roads. This is especially important during hunting season which ends December 31st.
5. Fires are not permitted anywhere except Falls Reserve Conservation area in designated sites.
6. Follow COVID-19 protocols. The pandemic has introduced a new, but important set of rules, including social distancing and self-screening if you feel unwell.
7. Respect rights and property of landowners near the trail. Be mindful of where you park your car. Do not block machinery from entering or exiting farm fields.

Please keep farm lanes clear of parked vehicles...

There have been recent concerns about parked vehicles near farm fields and trail access points, especially along the G2G trail.

Relationships with landowners adjacent to the trail are vital to the operation of the trail system. Local landowners may need to access farm lanes for their farm operations. Their equipment is wider than we often anticipate, so it is best to park elsewhere. In the future, we will be distributing reminders about this issue and information about alternative parking locations.





ENVIRONMENTAL NEWS

TURTLES ON THE TRAIL

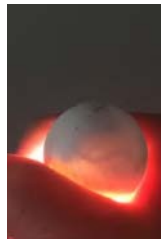
Written by Cristen Watt, Species at Risk Technician,
Huron Stewardship Council

You may be surprised to learn that people are not the only users of trail networks! Natural areas along trail corridors provide habitat for countless species of plants and animals. Turtles in particular are drawn to lay their eggs in gravelly, well-drained areas with high sun exposure, which are the conditions found on many trails.

Through my role with the Huron Stewardship Council, I spend much of the summer rescuing and incubating turtle eggs that are laid in risky locations. Snapping turtles (along with the other 7 of Ontario's turtle species!) are listed as a species-at-risk, so incubation of eggs that are unlikely to survive naturally can help recover some of Ontario's declining populations. **However, please note that government permits are required for this work, and that you should never disturb turtle nests or turtles without proper permission**.

This past June, I was notified that Snapping turtles were nesting on the G2G trail! Trail resurfacing was put on hold for this stretch of the trail to protect any eggs that may have previously been laid. With the help of thoughtful landowners and the MTA Environmental sub-committee, I was able to locate one nest. I excavated the nest, and a grand total of 59 eggs were incubated until they hatched at the end of August. With the help of adjacent landowners and their neighbours, we released the hatchlings in September at the edge of a beautiful pond, close to where the nest was originally located. Thank you to everyone who helped give these turtles their best possible start in life.

Turtles usually nest from late May to early July. If you see one nesting on your property, protect the eggs from predators using a nest cage (nest cage plans can be found through the [Canadian Wildlife Federation](#)). If you see a turtle nesting in a high risk area or seek advice, contact the Huron Stewardship Council at 519-524-8394 ext. 3286.



AN UPCOMING VIRTUAL NATURE CHALLENGE!

The MTA Environmental Sub-committee plans to register Goderich for the Canadian Wildlife Federation's "[City Nature Challenge](#)". This online competition runs next spring. It's easy to take part and you can make a difference for biodiversity while learning about nature! From April 30th-May 3rd, take as many pictures of nature as you can and upload them to iNaturalist. These images will be identified from May 4th-9th in a friendly, international competition to see who can document most species or observations.

Additional details about how to participate will be provided in the Spring 2021 newsletter.



MY SOLO EL CAMINO

Written by Dan Davidson

"Life consists with wildness. The most alive is the wildest. Not yet subdued to man, its presence refreshes him."

- Henry David Thoreau,

"Dad always looks like he about to hike an ultra," my kids tease. They say whether I'm heading to work, meeting someone at the café or venturing out on a trail adventure, I always look dressed and ready for a 50K. Honestly, that's how I live and train. I like to be ready for any adventure at a moment's notice. A friend of mine calls this, "General Human Preparedness".



The El Camino two years ago was one of my very favourite local events I've ever been a part of. The forest, the food and the fellowship were all top-notch. Last year I couldn't make it happen; this year I was late to sign up, thinking it was cancelled. Because of 2020's social-distancing regulations and the nature of my work in essential services, I decided to tackle the 50K Maitland Trail solo and in one push this time. With a number of longer hikes in the bank, I was confident this endeavour would be a success. Rather than cramming in a bunch of training the week before, I decided to rest and instead cram as many books into my brain as possible. It would be a pilgrimage of sorts: one full day away from the intensity of pandemics and politics.

AT SCHOOL IN THE WOODS

Written by Brian Cox



I've had some friendly hikers ask why there is a trailer, and who this group of kids is on Mondays and Wednesdays - we are Forest School, an organization that started in Owen Sound and has spread south as it becomes more popular. I'm the principal, and I'm a Goderich resident. We have two different groups of kids aged 4 - 9 who spend one day a week outside playing, exploring, and learning about nature. The staff are all educated professionals with teaching experience. We spend all day outside, even at lunch, and plan to continue the program through winter. We have helped clear the trail after the storms, and I'm having them pick up loose sticks and branches along the path. Last week we planted a dozen maple and sycamore trees around the edge of the forest that were donated by the town.

We had an arrangement with the Knights of Columbus to have access to a small room for storage, but COVID regulations prevented us, which is why we have a trailer and a portable washroom. CONTINUED ON NEXT PG.

I walked on a September Sunday. My gear and goals were simple: finish in about ten hours, consume 150 calories per hour, stay hydrated, nasally breathe through the entirety, be completely silent, and observe as much as possible as if for the first time. At 11:00AM my wife dropped me off at the Auburn trailhead, snapped my photo and drove back to Goderich.

Eleven or so hours later I switched off my headlamp to follow streetlights the rest of the way home. I slept well that night. Napped a lot the following week. Spent some time comparing notes with fellow hikers, who advised me about carb-loading and other intricacies of the long-walk game. Did better the next time.

Those steps were some of the many I'll take along the Maitland Trail in my life. The destination is the journey; the journey transforms. In the twinkling of an eye, I'm a child; bewitched by earth and sky.

"Connected"

by Dan Davidson

I grab at the decaying trunk which,
For its moment,
Reached the heavens, held the earth.
My hand,
Full of small wood pieces, rich soil, soft moss—
The end and the beginning.
There's nothing morbid in this process:
This living and dying and providing—
Mystery,
Ringed in method,
Ringed in mystery—
My hand,
Full of heaven and earth



CONTINUED FROM PREVIOUS PAGE

Our hope is that we get kids interested in nature and more aware of the outside world. I drove my son to the Kincardine school last year, and he enjoyed it so much that I worked behind the scenes to expand to Goderich. We are happy to bring the program to town, and with so many restrictions on indoor activities, it is a healthy reprieve for a lot of these kids who are missing socializing due to homeschooling or missing extra curricular clubs and sports. Already we have heard from parents that their kids are taking them back on the weekend to show them the trail. I've enjoyed meeting all the hikers and dog walkers. Thanks for your support in getting a new generation to enjoy hiking, and if you know of any kids who would like to sign up, we have room on both days! Send an email to goderichforestschooll@gmail.com for more information.



WIND IN THE WOODS

A message from Brian McCulloch, Trail Crew Coordinator



It is enjoyable to a walk in the woods in a variety of different weather conditions, and at different times of the year. Each season has its own beauty that presents ever changing vistas. You probably have your own preferred season that offers what you appreciate most. Personally the early spring just before the trees burst into leaf and the migratory birds are moving through is my favourite. Tender shoots of wild flowers appear some in early blooms carpet the undergrowth. These combine to refresh the soul and calm the mind.

In recent years the Ontario woodlands have been infested with the Emerald Ash Borer. The devastation to the ash trees has progressed so fast to the point that a large majority of white ash have been killed; now standing dead and rotting in various degrees of decay. This is an added hazard to the natural life cycle of many other species of trees that die and fall over. Ground conditions will influence along with diseases the expected life of different trees. When a tree dies it can simply lose some of its branches, generally near the top first. In a wind, particularly with snow, rain, or ice the tree may yield and either become uprooted, or break at weak points such as a natural split in the trunk, or water hole that has led to rotting. Regardless the tree will unleash falling boughs, or the entire tree will fall across the trail. Either way it would be desirable to be out of the way when such an event occurs.

Today we are left with both the natural frequency of windfalls plus the added hazard of all the old dead ash trees that are left standing. The ash trees generally lose all their branches and may just be a standing trunk – many with woodpecker holes showing where the beetle grubs were. The MTA maintenance crew spend many hours clearing windfalls.

We also identify trees that may be leaning across the trail indicating an imminent hazard. We evaluate the condition the risk presented and how the tree may be safely felled and cleared.

However we have limits on our capability to both clear all the hazards due to the big number, but also the risk presented in the felling operation. Some trees we have to leave.

WHAT YOU NEED TO EVALUATE

While statistically the chance of being under a falling tree is very small it exists. More probably a small branch will fall beside you. So our recommendations for you to evaluate are:

- Do not walk in the woods during a gale at any time.
- Be extra cautious when the wind is above 40 km with higher gusts, especially when it is raining while the leaves are out,
- When you see clear evidence of swaying and branches falling,
- When the trees are covered in wet snow or ice,
- Consider the ground quality. If the woodland is sodden or mucky the roots will be loosely bound.

CHOOSE A DIFFERENT TRAIL IF THE CONDITIONS MENTIONED ABOVE EXIST

***CONTACT US: If you are interested in taking a 2-day chainsaw certification course and volunteering with us. Sponsorship for course fees and non-personal PPE are available with a 1 morning/afternoon per week volunteer commitment ***



Maitland Trail Association



P.O. Box 443
Goderich, ON
N7A 4C7

www.maitlandtrail.ca

MEMBERSHIP FORM

Name _____

Address _____

City/Town _____

Postal Code _____

Phone _____

Email _____

☐ **New Member**

☐ **Individual - \$20 / Year**

☐ **Renewal**

☐ **Family - \$25 / Year**
____ **No. of People**

Please make cheques payable to the "Maitland Trail Association"

-- DO NOT SEND CASH --

VOLUNTEER OPPORTUNITIES

I'm interested in:

- ☐ ...helping with Trail construction and maintenance (**Trail Crew**)
☐ Weekends ☐ Weekdays
☐ Spring ☐ Summer ☐ Autumn

☐ ...helping with Trail **Grass Cutting**

☐ ...assisting at a **Special Event**

☐ ...being a **Hike Leader**

☐ ...being a **Trail Ranger**

☐ ...serving on the **Board of Directors**

I'll continue ...

- ☐ ...working with the **Trail Crew** maintaining the trails
☐ Weekends ☐ Weekdays
☐ Spring ☐ Summer ☐ Autumn

☐ ...helping with Trail **Grass Cutting**

☐ ...to help out at **Special Events**

☐ ...as a **Hike Leader**

☐ ...as a **Trail Ranger**

For MTA Use

Receipt #

Cash ☐

Cheque ☐

Amount

Other

CITY OF QUINTE WEST

*Office of the Mayor
Jim Harrison*



**P.O. Box 490
Trenton, Ontario, K8V 5R6**

**TEL: (613) 392-2841
FAX: (613) 392-5608**

November 19, 2020

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park, Toronto, ON M7A 1A1

RE: Bill 229 - Protect, Support, and Recover from Covid-19 Act (Budget Measures), 2020

Dear Premier Ford:

This letter will serve to advise that at a meeting of City of Quinte West Council held on November 16, 2020 Council passed the following resolution:

Motion No. 20-222 – Bill 229 - Protect, Support, and Recover from Covid-19 Act (Budget Measures), 2020

Moved by Cassidy
Seconded by Alyea

That the Council of the City of Quinte West requests that the Province withdraw Schedule 6 from proposed Bill 229 pertaining to the Conservation Authorities Act;

And further requests that the Province consult with municipalities in relation to the above;

And further that this resolution be forwarded to the Premier of Ontario, the Minister of Environment, Conservation and Parks, Minister of Natural Resources and Forestry, Minister of Municipal Affairs and Housing, Bay of Quinte MPP Todd Smith and the Association of Municipalities of Ontario. **Carried**

We trust that you will give favourable consideration to this request.

Sincerely,

CITY OF QUINTE WEST

A handwritten signature in black ink, appearing to read "Jim Harrison", written over a light blue circular stamp.

Jim Harrison
Mayor

cc: The Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks
The Honourable John Yakabuski, Minister of Natural Resources and Forestry
The Honourable Steve Clark, Minister of Municipal Affairs and Housing
The Honourable Todd Smith, Bay of Quinte MPP
Mr. Jamie McGarvey, President, Association of Municipalities of Ontario

Holiday Giving: County Services

Donate essential hygiene items to Out of the Cold: Heart to Home

Huron County's emergency shelter, Out of the Cold: Heart to Home, needs your support. Please consider donating essential hygiene products this holiday season!

Essential hygiene items in need

New, packaged, unopened items can be dropped off at any Huron County Library Branch during [regular operating hours](#). Items most in need include: hygiene products including soap, shampoo, toothbrushes, deodorant, feminine hygiene products, socks, and underwear.

Gently used items are also in need

Gently used items can be dropped off in Goderich at Goodwill Community Store & Donation Centre or the Salvation Army Thrift Store during regular business hours. Items most in need include: clothing, outerwear (including hats and mitts), and towels.

Cash donations are also accepted!

Contact Alexa Watt, Housing Programs Coordinator
awatt@huroncounty.ca
or 519-482-8505 ext. 4255

Support our County's unique heritage at the Huron County Museum

The Huron County Museum and Historic Gaol are places that tell our stories! Your donation can be directed to enhance areas of the facilities that you are passionate about, or provide general assistance.

www.HuronCountyMuseum.ca/donate

To donate by phone, please call:
519-524-2686

Holiday Giving: Community Organizations

Give to local community organizations

- [Huron County Christmas Bureau](#)
- [Huron County Food Distribution Centre](#)
- [Huron Women's Shelter](#)
- [Huron Hospice](#)
- [Salvation Army](#)
- [United Way Perth Huron](#)
- Or any organization that is near and dear to your heart



SOURCE PROTECTION COMMITTEE

MINUTES – MEETING #83

MEETING: SOURCE PROTECTION COMMITTEE

DATE: FRIDAY, JULY 24, 2020

TIME: 1:30 P.M.

LOCATION: TELECONFERENCE

CALL TO ORDER

Chair called the meeting to order at 1:30 p.m.

In Attendance: Chair, Bill Twaddle
Bruce Davidson, Stan Eby, Robert Emerson, John Fruin, Dick Hibma,
Dennis Kefalas, Tara Saab, Gord Timmerman, Jim Uram

Others Present: Olga Yudina, Ex-officio, Ministry of the Environment, Conservation and
Parks (MECP)
Carl Seider, Project Manager, Drinking Water Source Protection (DWSP)
Nancy Guest, Recording Secretary, DWSP

Also in Attendance: Tim Lanthier, CAO, Grey Sauble Conservation
Jennifer Stephens, General Manager/Secretary-Treasurer, Saugeen Conservation
Peggy Van Mierlo-West, CAO, Northern Bruce Peninsula
Karen Gillan, Communications Specialist, DWSP

Regrets: Mitch Twolan, Angela Newman, Les Nichols

The Chair introduced and welcomed Tim Lanthier, Jennifer Stephens and Peggy Van Mierlo-West, general managers for the three Source Protection Authorities, as well as welcoming back Olga Yudina as the MECP liaison.

1. Adoption of Agenda

**Motion No.
SPC-20-302**

**Moved by Dick Hibma
Seconded by Jim Uram**

THAT the Agenda be adopted as distributed.

Carried

2. Disclosure of Pecuniary or Conflict of Interest

Source Protection Committee (SPC) members were reminded to disclose any pecuniary interest that may arise during the course of the meeting. No disclosures of pecuniary interest were expressed at this time.

3. Adoption of Minutes

**Motion No.
SPC-20-303**

**Moved by Bruce Davidson
Seconded by John Fruin**

THAT the Minutes of the March 27, 2020 Source Protection Committee meeting be adopted as distributed.

Carried

4. Matters Arising from the Minutes

No matters arose from the previous minutes.

5. Correspondence

Letter from Erin Harkins, MECP dated July 8, 2020 respecting early engagement comments was **noted and filed.**

6. Reports

Administration Report 6a

The Project Manager reviewed Report 6a and advised that approval was received from the Ministry of the Environment, Conservation and Parks (MECP) with respect to the transfer payment required to administer the program for another year. Olga Yudina has returned as the MECP liaison and is familiar with this region and its concerns.

A commemoration ceremony for the 20th anniversary of the Walkerton water tragedy was postponed due to COVID-19 concerns. There was a discussion amongst the SPC members to keep the memory of this disaster in the minds of everyone, especially those who may be too young to remember. It was suggested that an educational and informational package be available to municipal councils and any other interested parties to educate them on the details of the Walkerton tragedy.

There will be two SPC member representatives due for renewal or replacement before the end of the year, one public/environmental sector representative and one agricultural sector representative, and the Project Manager advised that he will be in touch with the members whose term is ending.

The Project Manager and Chair met virtually with the Source Protection Authorities for Saugeen Conservation, Grey Sauble Conservation and the Municipality of Northern Bruce Peninsula respecting their respective support of the Annual Progress Report, which was successfully submitted to the MECP on May 1, 2020.

As well, the Project Manager and Chair participated in meetings with Drinking Water Source Protection (DWSP) project managers and SPC chairs. The MECP provided an overview of provincial implementation of source protection plan policies and advised that overall implementation is 98% complete.

Communications Report 6b

The Communications Specialist reviewed Report 6b and noted the internet links to a number of interviews and articles respecting Walkerton, as well as the source water program. A scholarship has been initiated by the Municipality of Brockton to support local students who wish to pursue careers in environmental science or clean water management. Details of the Walkerton Clean Water Legacy Scholarship can be found at home.waterprotection.ca.

A discussion followed respecting the availability of an information package respecting the details of the Walkerton water tragedy. DWSP staff, with help from SPC members, will assemble information that can be shared on the Source Water website, and with municipal councils, and other interested parties.

Several activities were cancelled due to the COVID-19 risk. The Annual Arbor Day Tree Sales at the Grey Sauble and Saugeen Conservation Authorities, and the Hibou Free Family Fun Day at the Hibou Conservation Area scheduled for Saturday, June 20, 2020, were cancelled as well as the Grey Bruce Children's Water Festival scheduled for May 12-14, 2020. The Grade 4 students who missed the Festival this year will be invited back next year as Grade 5 senior stewards. A treasurer is needed by the Festival organizing committee, as well as volunteer committee members.

7. New Business

Proposed Source Protection Plan Road Salt Amendments Report 7a

The Project Manager reviewed Report 7a and advised that MECP is currently reviewing road salt application and storage threats as part of its review of the Director's Technical Rules. DWSP staff reviewed salt threat policies currently in place in other regions that have been approved by the Ministry. DWSP staff drafted additions to the current policy for salt management threats with a risk management plan; a salt management plan for municipal implementation; Ministry of Transportation (MTO) roads; and the handling and storage of road salt.

The SPC discussed all aspects of salt management and agreed with the wording of the additions to the existing policies, with the understanding that revised wording would be presented at the next SPC meeting.

**Motion No.
SPC-20-304**

**Moved by Jim Uram
Seconded by Dennis Kefalas**

THAT the Source Protection Committee for the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Region approve the draft policies relating to the proposed amendments noted in Report 7a of the July 24, 2020 Source Protection Committee meeting to the Source Protection Plan pending the implementation of any changes agreed to by the Source Protection Committee during its meeting on July 24, 2020; and further,

THAT Drinking Water Source Protection staff be directed to continue with Source Protection Plan consultation activities as required by O.Reg. 287/07.

Carried

Proposed Source Protection Plan East Linton EBA Amendments Report 7b

The Project Manager reviewed Report 7b and advised that he has had some discussions with the Ministry respecting the methodology for spill modeling. The preliminary results of the modeled spills show a range in minimum volumes that would cause an exceedance at the East Linton intake from approximately 500 to 10,000 litres, depending on the location of the spill, which would constitute a significant drinking water threat. The existing policy is meant to address fuel storage threats and could be amended to address existing *and* future activities.

The SPC discussed the proposed changes to Policy 15-05 respecting a risk management plan for fuel near Great Lakes intakes and agreed with the wording to the proposed amendments.

**Motion No.
SPC-20-305**

**Moved by Dick Hibma
Seconded by John Fruin**

THAT the Source Protection Committee for the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Region approves the draft policies relating to the proposed amendments to the Source Protection Plan noted in Report 7b of the July 24, 2020 Source Protection Committee meeting pending the implementation of any changes agreed to by the Source Protection Committee during its meeting on July 24, 2020; and further,

THAT Drinking Water Source Protection staff be directed to continue with Source Protection Plan consultation activities as required by O.Reg. 287/07.

Carried


8. Other Business

There was no other business.

9. Confirmation of Next Meeting and Adjournment

The next Committee meeting will be tentatively held on **Friday, November 27, 2020** from 1:30 pm to 4:00 pm. Details will be confirmed closer to the date.

There being no further business, Stan Eby made a motion to adjourn at 3:10 pm.



Bill Twaddle
Chair

Nancy Guest
Recording Secretary

SOURCE PROTECTION COMMITTEE

MINUTES – MEETING #81

MEETING: SOURCE PROTECTION COMMITTEE

DATE: FRIDAY, OCTOBER 25, 2019

TIME: 1:00 P.M.

LOCATION: GREY SAUBLE CONSERVATION AUTHORITY

CALL TO ORDER

Chair called the meeting to order at 1:00 p.m.

In Attendance: Chair, Bill Twaddle
Bruce Davidson, Stan Eby, Robert Emerson, John Fruin, Dennis Kefalas,
Angela Newman, Les Nichols, Gord Timmerman, Mitch Twolan, Jim
Uram

Others Present: Olga Yudina, Ex-officio, Ministry of the Environment, Conservation and
Parks (MECP)
Angela Newman, Ex-officio member, Grey-Bruce Health Unit
Carl Seider, Project Manager, Drinking Water Source Protection (DWSP)
Nancy Guest, Recording Secretary, DWSP

Also in Attendance: Tim Lanthier, Interim General Manager, Grey Sauble Conservation
Karen Gillan, Program Supervisor/Communications Planner, DWSP

Regrets: Dick Hibma, Tara Saab

The Chair introduced and welcomed Tim Lanthier, the Interim General Manager for Grey Sauble Conservation and Olga Yudina, Liaison Officer from MECP.

1. Adoption of Agenda

**Motion No.
SPC-19-292**

**Moved by Bruce Davidson
Seconded by Les Nichols**

THAT the Agenda be adopted as distributed.

Carried

2. Disclosure of Pecuniary or Conflict of Interest

Source Protection Committee (SPC) members were reminded to disclose any pecuniary interest that may arise during the course of the meeting. No disclosures of pecuniary interest were expressed at this time.

3. Adoption of Minutes

**Motion No.
SPC-19-293**

**Moved by Robert Emerson
Seconded by Angela Newman**

THAT the Minutes of the July 26, 2019 Source Protection Committee meeting be adopted as distributed.

Carried

4. Matters Arising from the Minutes

No matters arose from the previous minutes.

5. Correspondence

Letter dated September 4, 2019 from the Minister of the Environment, Conservation and Parks, Jeff Yurek reappointing Bill Twaddle as the Chair to the Source Protection Committee was **noted and filed**.

Letter dated October 9, 2019 from the Source Protection Programs Branch commenting on the draft Section 36 Workplan was **noted and filed**.

Bayshore Broadcasting news report dated September 17, 2019 respecting the Ruhl Lake Source Water Protection Review was **noted and filed**.

6. Reports

Administration Report 6a

The Project Manager reviewed Report 6a and advised that recently, two students from Wilfred Laurier University in Waterloo, Ontario interviewed the Project Manager and Program Supervisor/Communications Planner respecting risk management decision-making. The students were also interviewing municipal staff and first responders, ensuring information was consistent with local knowledge.

As part of the SPC member renewal/replacement process, the remaining two SPC members (agricultural sector and environmental sector representatives) will be renewed/replaced by the Spring/Summer of 2020. Input will be sought from the agricultural sector respecting the agricultural representative.

Staff has been meeting with and receiving feedback from municipalities respecting implementation of the source protection policies, as well as receiving input from municipalities with regard to possible Source Protection Plan amendments.

Communications Report 6b

The Communications Specialist reviewed Report 6b and advised of the various events that had been organized and/or attended and activities that were completed since the last SPC meeting.

Delegation

The Liaison Officer for the Ministry of the Environment, Conservation and Parks (MECP), Olga Yudina, gave an informative presentation showing pertinent statistics from the 2018 Annual Reporting received from all Drinking Water Source Protection offices in Ontario.

The Committee recessed from 1:45 p.m. to 1:55 p.m.

7. New Business

Section 36 Workplan for Source Protection Plan Amendments Report 7a

The Project Manager reviewed Report 7a and discussed various articles of the s. 36 Workplan with the Committee members. Comments and amendments were received from Committee members and the three Source Protection Authorities (SPA) have been or will be presented with a draft prior to the workplan being sent to the MECP: Northern Bruce Peninsula SPA on September 23, 2019, Grey Sauble SPA on September 25, 2019, and Saugeen Valley SPA on November 7, 2019. When the workplan is in its final form, a draft will be forwarded to the MECP for comments prior to finalization. The final version will be submitted to the MECP by November 30, 2019.

**Motion No.
SPC-19-294**

**Moved by Dennis Kefalas
Seconded by Bruce Davidson**

THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee endorses the revised Section 36 Workplan for Comprehensive Review and Update of the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Plan;

AND FURTHER that Drinking Water Source Protection staff submit the Section 36 Workplan to the Ministry of the Environment, Conservation and Parks by November 30, 2019.

Carried

8. Other Business

The Administrative Assistant requested that Committee members confirm their direct deposits are consistent with their records of meetings attended and advise of any discrepancies. Written confirmation of deposits will be forthcoming following all future deposits.

Environmental sector SPC Committee member, Bruce Davidson, advised of several water-related initiatives and activities that are planned in the next few weeks.

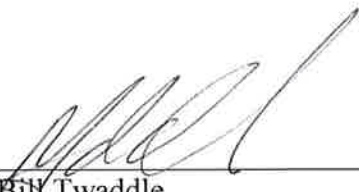
The Chair advised that Grey Sauble Conservation CAO, Sonya Skinner, resigned at the end of July 2019 and Saugeen Valley Conservation General Manager/Secretary Treasurer, Wayne Brohman, is retiring effective October 31, 2019. Both conservation authorities will be seeking individuals for the respective positions.


There was no other business.

9. Confirmation of Next Meeting and Adjournment

The next Committee meeting will be held on Friday, March 27, 2020 at the Grey Sauble Conservation Administration Offices, 237897 Inglis Falls Road, RR4, Owen Sound, Ontario.

There being no further business, Gord Timmerman made a motion to adjourn at 2:40 p.m.



Bill Twaddle
Chair

Nancy Guest
Recording Secretary

SOURCE PROTECTION COMMITTEE

MINUTES – MEETING #82

MEETING: SOURCE PROTECTION COMMITTEE

DATE: FRIDAY, MARCH 27, 2020

TIME: 1:30 P.M.

LOCATION: TELECONFERENCE

CALL TO ORDER

The Chair, Bill Twaddle, called the meeting to order at 1:50 p.m.

In Attendance: Chair, Bill Twaddle
Bruce Davidson, Stan Eby, John Fruin, Angela Newman, Les Nichols, Tara Saab, Gord Timmerman and Jim Uram

Others Present: Tea Pescheva, Ex-officio, Ministry of the Environment, Conservation and Parks (MECP)
Carl Seider, Project Manager, Drinking Water Source Protection (DWSP)
Nancy Guest, Recording Secretary, DWSP

Also in Attendance: Dick Hibma, Interim General Manager, Saugeen Conservation
Karen Gillan, Program Supervisor/Communications Planner, DWSP

Regrets: Dennis Kefalas, Mitch Twolan, Robert Emerson

Proxy Appointed By: Robert Emerson to Les Nichols

Adoption of Agenda

**Motion No.
SPC-20-295**

**Moved by Bruce Davidson
Seconded by Les Nichols**

THAT the Agenda be adopted as distributed.

Carried

1. Disclosure of Pecuniary or Conflict of Interest

Source Protection Committee (SPC) members were reminded to disclose any pecuniary interest that may arise during the course of the meeting. No disclosures of pecuniary interest were expressed at this time.

1. Adoption of Minutes

Motion No.
SPC-20- 296

Moved by Jim Uram
Seconded by Stan Eby

THAT the Minutes of the October 25, 2019 Source Protection Committee meeting be adopted as distributed.

Carried

2. Matters Arising from the Minutes

No matters arose from the previous minutes.

3. Correspondence

Letter from Lake Erie Source Protection Region dated January 17, 2020 respecting winter maintenance chemicals was noted and filed. Discussions followed including the need to review this issue more closely. Winter chemicals versus just road salt is a distinction of note. The workplan for this Source Protection Region mentions salt but not to the same scale as in the Lake Erie Region study. In the future, local salt levels could increase as evidenced by the Lake Erie Region study with increased development.

Letter from Ministry of the Environment, Conservation and Parks (MECP) dated January 21, 2020 respecting Section 36 Workplan approval was **noted and filed**.

Letter from MECP dated February 18, 2020 respecting the *Clean Water Act* review was **noted and filed**.

Further discussions respecting the Lake Erie Region letter resulted in a motion being put forward to share this information with this Region's municipalities.

Motion No.
SPC-20-297

Moved by Jim Uram
Seconded by John Fruin

THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Drinking Water Source Protection Committee receives the letter from the Lake Erie Source Protection Region dated January 17, 2020 and directs Drinking Water Source Protection Staff to forward this information to all municipalities in this Source Protection Region, including the upper-tier municipalities.

Carried

Further discussions of this matter resulted in another motion from the floor.

Motion No.
SPC-20-298

Moved by Bruce Davidson
Seconded by Jim Uram

THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee supports the recommended actions set out in the aforementioned Lake Erie Source

Protection Region letter respecting “Winter Maintenance Chemicals: Challenges and Opportunities”.

Carried

4. Reports

Administration Report 6a

The Project Manager reviewed Report 6a and advised that Keley Katona has recently been appointed Director of the Ministry of the Environment, Conservation and Parks (MECP) Source Protection Programs Branch. Tea Pescheva is the new MECP Liaison Officer for this Region replacing Olga Yudina. Tea Pescheva shared her Source Protection Programs Branch experience and mentioned that she looks forward to working with the committee and more good work in the future for this Region. Chair Twaddle welcomed Tea and mentioned that he looks forward to great relationships continuing with MECP.

The Project Manager continued with the report highlighting the budget section and staffing breakdown for 2020/2021. Budget discussions with MECP have gone well so far and Tea agreed that she was not expecting a delay in approval of budget.

The Project Manager went on to mention the Climate Change Risk Assessment Tool on which he received training, which enables users to quantitatively assess climate change impacts on drinking water systems. The tool can then be used to help decision-makers (i.e. municipalities) to prioritize efforts to address future climate change impacts.

Communications Report 6b

The Communications Planner reviewed Report 6b and advised that, although she was unable to attend the Politicians Meeting, reports indicated that the meeting was well-attended and the DWSP brief was distributed as part of the proceedings package.

The Grey Bruce Children’s Water Festival scheduled for May 12-14, 2020 may be postponed due to the impacts of the Covid-19 pandemic and Public Health restrictions. Sponsors are still needed for this worthwhile event that teaches Grade 4 students across Grey-Bruce about water conservation, stewardship and protection.

The Annual Arbor Day Tree Sales at the Grey Sauble and Saugeen Conservation Authorities have been cancelled due to Covid-19 restrictions.

The Hibou Free Family Fun Day at the Hibou Conservation Area scheduled for Saturday, June 20, 2020, pending Covid-19 restrictions.

Section 36 Workplan Report 6c

The Project Manager advised that on January 21, 2020, the Minister of the Environment, Conservation and Parks (MECP) issued a letter, a copy of which is included in “Correspondence”, to the three Source Protection Authorities and the Chair of the Source Protection Committee regarding the Section 36 workplan that was submitted November 29, 2019. The letter confirms that implementation of the Source Protection Plan for the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Region is going well. It also outlined the process for making updates

to the assessment reports and plan based on the items noted in the workplan. There has been positive support from MECP throughout this process.

Staff will be conducting updates to the Source Protection Plan based on the amendments identified in the workplan with a target date of March 31, 2021 to complete the work. It is important to note that the requirements to conduct consultations with affected parties (e.g. landowners, municipalities, etc.), as specified under the *Clean Water Act*, will be a key part of this amendment process. Respecting a question as to how consultation would look with the current Covid-19 restrictions, the Project Manager advised that public consultations are paused for the time being. Accordingly, any proposed changes or amendments cannot be formalized, which may result in delays of the proposed submission dates.

**Motion No.
SPC-20-299**

**Moved by Tara Saab
Seconded by John Fruin**

THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee receives a copy of Report 6c Section 36 Workplan Update for information purposes.

Carried

7. New Business

Annual Progress Report 7a

The Project Manager reviewed Report 7a and advised that the 2019 Annual Report was much easier to draft after having done an extensive review and report in 2018. The Annual Report for the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Region covers the period of January 1, 2019 to December 31, 2019 and must be submitted to the Ministry of the Environment, Conservation and Parks (MECP) by May 1, 2020. The Annual Progress Report highlights the progress on Source Protection Plan implementation, results of municipal monitoring programs, and any steps to address gaps in the Plan.

Staff has been meeting with municipalities over the past few months to help complete the draft Report. The SPC can provide comments on page 2 of the report that will be submitted to MECP.

**Motion No.
SPC-20-300**

**Moved by John Fruin
Seconded by Les Nichols**

THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee receives a copy of the draft Source Protection Annual Progress Report; and further, THAT the Saugeen, Grey Sauble, Northern Bruce Peninsula Source Protection Committee direct Staff to provide copies of the draft Source Protection Annual Progress Report along with any comments to the Grey Sauble, Saugeen Valley and Northern Bruce Peninsula Source Protection Authorities respectively, and to submit a final version to the Ministry of the Environment, Conservation and Parks by May 1, 2020.

Carried

Source Protection Plan Amendments Report 7b

The Project Manager reviewed Report 7b and advised that the Municipality of Arran-Elderslie has opted to proceed with the fragmentation of the Burgoyne Communal Water System in accordance with the procedure specified by the Ministry of the Environment, Conservation and Parks (MECP), whereby individual property owners would be responsible for providing their own potable water supply. This option still requires the approval of the MECP Director to permit fragmentation. If this option is permitted by the Ministry, a new WHPA would not be required to be included in the delineation for Burgoyne as part of the Source Protection Plan amendment.

Policies 12-01 and 13-01 of Report 7b were reviewed by the Project Manager who indicated that Staff will be reviewing impervious surface area calculations to determine additional areas where salt application threat policies would apply. There may be possible salt storage changes where a significant risk in a WHPA-A would be: 1) Any quantity for uncovered storage; 2) 100 kilograms for covered storage; 3) 500 tonnes or greater for engineer facility or structure.

With respect to Policy 03-02 Application of Agricultural Source Material is being reviewed for the Ruhl Lake Intake Protection Zone area in response to significant levels of E. coli and total coliforms in raw water samples taken by municipal staff and noted in MECP Drinking Water Inspection reports. On October 11, 2019, DWSP Staff, together with municipal staff, conducted an initial site visit to Ruhl Lake to determine if there were any observed transport pathways to the lake that may not have been noted as part of the initial Assessment Report work. It could be a good sign that there were many waterfowl present that day and municipal staff will continue to note their presence when collecting samples. At the time of the site visit, there were no observed transport pathways from surrounding fields that could impact the lake. DWSP Staff has not been able to return to see any spring melt conditions.

In Policy 15-05 Risk Management Plan for Fuel Near Great Lakes Intakes, a review of the Events-Based Area (EBA) desktop model analysis for the Owen Sound and East Linton intakes was highlighted. As the Ontario Drinking Water Standard was recently changed from 0.005 mg/L to 0.001 mg/L, the modeled impacts to the East Linton intake would now be designated a Significant Drinking Water Threat. A review of five spill scenarios was reviewed with the SPC.

**Motion No.
SPC-20-301**

**Moved by Angela Newman
Seconded by Bruce Davidson**

THAT Drinking Water Source Protection Staff continue to coordinate with the Ministry of the Environment, Conservation and Parks with respect to proposed updates to the Director's Technical Rules in support of Section 36 Source Protection Plan amendments.

Carried


8. Other Business

Bruce Davidson advised that this year is the 20th Anniversary of the Walkerton Water Tragedy and a recognition/memorial event is being planned for the tentative date of May 9th 2020. Further updates will be provided as to whether this event will proceed.

9. Confirmation of Next Meeting and Adjournment

The next Committee meeting will be held at the call of the Chair, tentatively in July 2020.

There being no further business, Gord Timmerman made a motion to adjourn at 3:00 pm.



Bill Twaddle
Chair



Nancy Guest
Recording Secretary

**COVID-19 Vaccine Distribution
Task Force**

General (Ret'd) Rick Hillier
Chair

25 Grosvenor Street
11th Floor
Toronto ON M7A 1Y6



December 12, 2020

I have been asked by the Premier of Ontario to assist during the COVID-19 crisis to distribute vaccines in an efficient and equitable manner.

This communication is meant to include each of you and your teams in this process. But to do that - you need to be comfortable with the way the Task Force is working and also understand the plan.

That's why this first Situation Report is a little long - it is meant to establish the baseline that we are operating from now, three days before we expect the first vaccines to arrive.

I appreciate that each of you will have a valuable role in this noble effort in which we are engaged. I thank you for your efforts in advance and trust that our continuing flow of information will assist you in the planning and eventual execution of your responsibilities.

Many of you directly involved have received more detailed guidance from specific departments within the Ontario Government. This email is not intended to interfere with that guidance but to ensure that you understand the intent of the senior leadership of the Task Force.

Again, my thanks to each one of you as we reach the fantastic milestone of being ready to deliver vaccines to everyone who wants one in our great province. Good luck to you all - and best wishes for you and your community in these difficult times.

With kind regards,

General (Ret'd) Rick Hillier
Chair of the COVID-19 Vaccine Distribution Task Force







Ontario's Vaccine Distribution Implementation Plan

BACKGROUND

- On **December 7, 2020**, the province announced the **key populations** that will be first to receive the COVID-19 vaccine, namely:
 - **Residents, employees** and **staff**, and **essential caregivers** of congregate living settings that provide care for seniors
 - **Health care workers** (including all those who work in health care settings and those in direct contact with patients)
 - **Adults in First Nations, Métis, and Inuit populations** where infection can have disproportionate consequences, including those living in remote or isolated areas
 - **Adult recipients** of chronic home health care
- On December 9, 2020, **Health Canada granted authorization** with conditions for the use of the Pfizer-BioNTech COVID-19 Vaccine in individuals 16 years of age and older, after an independent and thorough scientific review for safety, effectiveness and quality.
- Health Canada will continue to monitor the safety and efficacy of the vaccine.
- The province has committed to distributing COVID-19 vaccines to priority populations in the **highest risk areas** as soon as shipments are received from federal government suppliers, expected in the coming days.

ONTARIO'S COVID-19 VACCINATION PROGRAM

PHASES

	VACCINE QUANTITY	POPULATION TO BE VACCINATED	DISTRIBUTION SITES
 	<p>Initial doses will vaccinate over 2,500 people, with additional shipments arriving over the coming weeks</p> <p>90,000 doses of Pfizer-BioNTech and estimated 35,000-85,000 doses of Moderna vaccines (pending approval) are expected in the coming weeks</p> <p>An estimated total of over 2M doses is expected in this phase</p>	<p>Residents, essential caregivers, and staff of congregate care settings for seniors</p> <p>Health care workers</p> <p>Adults in First Nations, Métis, and Inuit populations</p> <p>Adult recipients of chronic home health care</p>	<p>Initially, two pilot sites, followed by selected hospital sites in Grey-Lockdown and Red-Control zones, expanding to approximately 21 hospitals across the province</p> <p>LTC Homes and Retirement Homes as soon as feasible.</p>
 	<p>Increasing stock of vaccines available.</p>	<p>Expanded for health care workers, long-term care homes, retirement homes, home care patients with chronic conditions and additional First Nation communities and urban Indigenous populations, including Métis and Inuit adults.</p>	<p>Expanded vaccination sites</p>
 	<p>Vaccines available for every Ontarian who wants to be immunized.</p>	<p>All eligible Ontarians</p>	<p>Widely available across Ontario</p>

DISTRIBUTION, LOGISTICS AND ADMINISTRATION

Phased Distribution Plan

Phase 1 - key milestones

- **Pilot – week of December 14, 2020:**
 - Pfizer-BioNTech doses to vaccinate **over 2,500** health care workers
 - **Two** pilot hospital sites, **University Health Network** and **The Ottawa Hospital**
 - **Recipients:** health care workers from long-term care, hospitals
- **Additional Pfizer-BioNTech doses expected**
 - Expected to receive **90,000 doses** in December 2020 – January 2021
 - **14** selected hospital sites in Grey-Lockdown and Red-Control zones
 - **Recipients:** health care workers in long-term care homes, retirement homes, hospitals, additional congregate settings caring for seniors

DISTRIBUTION, LOGISTICS AND ADMINISTRATION (cont'd)

- **Moderna vaccine doses expected** (pending Health Canada approval):
 - Expected to receive **35,000 – 85,000** doses in December-January (planning estimates)
 - **Expanded vaccinations** to long-term care homes in Grey-Lockdown areas
 - **Recipients:** residents in long-term care homes, retirement homes, hospitals, additional congregate settings caring for seniors
- **Early 2021:**
 - **Expansion** of **up to 21** hospital sites providing the Pfizer-BioNTech vaccine
 - **Recipients:** health care workers, and once forward movement authorized by Pfizer, long-term care home and retirement home residents
 - **Expansion** of the **number of locations** to administer the Moderna vaccine
 - **Recipients:** long-term care homes, retirement homes, public health units, other congregate care settings, remote Indigenous communities

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council
FROM: Clerk's Office
DATE: 12/16/2020
SUBJECT: By-law No. 2020-074, being a By-law of the Corporation of the County of Huron to establish User Fees and Service Charges.

By-law No. 2020-075, being a By-law of the Corporation of the County of Huron to delegate the authority to the Warden and Clerk to execute documents for the Rapid Housing Initiative Project.

By-law No. 2020-076, being a By-law of the Corporation of the County of Huron to authorize the execution of an extension contribution agreement with The Canadian Red Cross Society.

By-law No. 2020-077, being a By-law of the Corporation of the County of Huron to authorize an agreement with the Municipality of Huron East.

By-law No. 2020-078, being a By-law of the Corporation of the County of Huron to delegate the authority to enter into an agreement with Frank Cowan Company for General Insurance and Risk Management.

RECOMMENDATION:

RECOMMENDED MOTION:

THAT:

Leave be given to introduce the following By-Laws:

By-law No. 2020-074, being a By-law of the Corporation of the County of Huron to establish User Fees and Service Charges;

By-law No. 2020-075, being a By-law of the Corporation of the County of Huron to delegate the authority to the Warden and Clerk to execute documents for the Rapid Housing Initiative Project;

By-law No. 2020-076, being a By-law of the Corporation of the County of Huron to authorize the execution of an extension contribution agreement with The Canadian Red Cross Society;

By-law No. 2020-077, being a By-law of the Corporation of the County of Huron to authorize an agreement with the Municipality of Huron East;

By-law No. 2020-078, being a By-law of the Corporation of the County of Huron to delegate the authority to enter into an agreement with Frank Cowan Company for General Insurance and Risk Management.

RECOMMENDED MOTION:

THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, be given a first and second reading;

AND FURTHER THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, as read a first and second time, be passed.

RECOMMENDED MOTION:

THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077 and 2020-078, be given a third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-074, 2020-075, 2020-076, 2020-077, and 2020-078, as read a third time, be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:**COUNCIL PRINCIPLES:****SMT VALUES:****SMT MANTRAS:****ATTACHMENTS:**

Description	Type	Upload Date	File Name
▢ By-law 2020-074_Schedules	By-law	12/10/2020	By-law_2020-074_Schedules_User_Fees_and_Service_Charges.pdf
▢ By-law 2020-074	By-law	12/9/2020	By-law_2020-074_User_Fees_and_Service_Charges.pdf
▢ By-law 2020-075	By-law	12/10/2020	By-law_2020-075_Delegate_Authority_to_Rapid_Housing_Initiative.pdf
▢ By-law 2020-076	By-law	12/10/2020	By-law_2020-076_Disaster_Response_Extension_Agreement_with_Canadian_Red_Cross_Society.pdf
▢ By-law 2020-077	By-law	12/10/2020	By-law_2020-077_Lease_Agreement_Brussels_Paramedics.pdf
▢ By-law 2020-077_Agreement	By-law	12/10/2020	By-law_2020-077_Agreement.pdf
▢ By-law 2020-078	By-law	12/10/2020	By-law_2020-078_Delegate_Authority_to_execute_agreement_Insurance_Cowan.pdf

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "A"
ADMINISTRATION, HUMAN RESOURCES, TREASURY,
INFORMATION TECHNOLOGY, PROVINCIAL OFFENCES,
EMERGENCY MEDICAL SERVICES

Commissioner of Oaths	\$25.00
Photocopies	\$0.25 per copy
Color Photocopies/Printouts	\$1.00
Provincial Offences	As per <i>Provincial Offences Act and Municipal Act, 2001</i> \$20 administrative fee; plus collection agency fee for defaulted POA fines sent to collections
NSF & Returned Cheques	\$35.00
Auctioneer's Licence	\$25.00
County Maps	\$5.00
County Map Books	\$10.00
County Map Guide	\$5.00
IT Training Room Rental	Full day \$200.00 Half day \$100.00
Consultant Services	Full Cost Recovery
<u>Municipal Freedom of Information and Protection to Privacy Act (MFIPPA)</u>	
MFIPPA Fee	\$5.00 (accompanies request)
record search/preparation	\$7.50/15 minutes and \$0.20 per page for photocopies (If request results in anticipated fee of \$100 or more; then 50% of a reasonable estimate be paid prior to the record search being completed)
<u>Emergency Medical Services</u>	
Hiring off-duty paramedics and vehicle - as per policy PR-2 Sec 8	
Release of Information	As per policy AD-13

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE “B5” ** EFFECTIVE JANUARY 1, 2021 (Page 1 of 2)
PLANNING AND DEVELOPMENT

Types of Applications	2021 Fees		
	Municipal	County	Total
Official Plan Amendment (OPA) - County OPA, local OPA	\$1,104	\$2,760	\$3,864
Zoning By-law Amendment (ZBLA)	\$662	\$1,324	\$1,986
Minor Variance - 1 or 2 variances	\$662	\$882	\$1,544
- 3 or more variances	\$883	\$1,103	\$1,986
Consent	\$551	\$1,656	\$2,208
Plan of Subdivision/Condominium -1 to 10 lots/blocks/units	\$2,206	\$4,417	\$6,623
- 11 or more lots/blocks/units	\$2,206	\$4,417	\$6,623
	+ \$55 per lot, unit or block over 10	+ \$110 per lot, unit or block over 10	+\$165 per lot, unit or block over 10 to a max. of \$16,236
Draft Approval Extension	\$165	\$386	\$551
Phasing Final Approval	\$330	\$772	\$1102 For phases over 2
Changes following Draft Approval - to Plan	\$165	\$386	\$551
- to Conditions	\$165	\$386	\$551
Combined Applications	Municipal	County	Total
Local OPA & ZBL	\$1,380	\$3,477	\$4,857
County OPA & local OPA	\$1,269	\$5,134	\$6,403
County OPA, local OPA & ZBLA	\$1,657	\$5,795	\$7,452
Other Types of Applications	Municipal	County	Total
Removal of Holding (H) Symbol - where combined with or following a related planning application, or when the H was imposed by the municipality	\$275	\$275	\$550
	\$0	\$0	\$0
Renewal of Temporary Use Zoning By-law	\$497	\$993	\$1,490
By-law to Deem Lots not in a Plan of Subdivision, or the repeal of such By-law* - where combined with any other planning application (*in both cases, applicants cover all legal costs & by-law prep)	\$220	\$220	\$440
	\$110	\$110	\$220
Part Lot Control Exemption* - following a related planning application (*applicants cover all legal costs & by-law prep)	\$1,104	\$1,104	\$2,208
	\$552	\$552	\$1,104
Agreements: site plan control, subdivision, condominium, development, lot grading & drainage (Planning costs to be reimbursed like legal & engineering costs) Natural Heritage Review by County Biologist (if development proposed within 120 m of a Natural Heritage feature) - comments on planning application - Review of Terms of Reference and EIS	Cost recovery for legal, engineering and planning costs. Application fee determined by local municipality.		
		\$216 \$43.30/hour	\$216 Variable

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE “B5” ** EFFECTIVE JANUARY 1, 2021 (Page 2 of 2)
PLANNING AND DEVELOPMENT

Area Weed Inspector Service: Full Cost Recovery (\$400.00 minimum) - (this service is provided to the Lower Tier Municipalities)

Notice of Intent Fee Under the Forestry Conservation By-Law:

Woodlot / Woodland Size	Notice of Intent Fee
0.5 to <20 acres (0.2 to <8.1 ha)	\$100.
20 to <40 acres (8.1 to <16.2 ha)	\$150.
40 to <60 acres (16.2 to <24.3 ha)	\$200.
60 to <80 acres (24.3 to <32.4 ha)	\$250.
80 acres and over (32.4 ha and over)	\$300.

The fee for a Notice of Intent under the Forest Conservation By-law may be waived for all forest harvest operations for which:

- a silvicultural prescription incorporating “Good Forestry Practices” has been prepared by a member in good standing of the Ontario Professional Foresters Association (OPFA), and
- the marking of trees for harvest will be completed by a member in good standing of the OPFA or by an Ontario Certified Tree Marker, and
- The County Forest Conservation Officer is satisfied that the foregoing requirements have been met

COUNTY OF HURON BY-LAW NO. 2020-074

**SCHEDULE “C”
HEALTH UNIT**

Not Applicable

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "D"
SOCIAL SERVICES

Huron County Community Home Child Care:

Length of Day	Fee per child * (Child is under 2 years)	Fee per child * (Child is over 2 years)
12 -18 hours Extended Day	\$48.50	\$46.50
9 – 12 hours Long Day	\$41.50	\$39.50
5 – 9 hours Full Day	\$36.50	\$34.50
2 – 5 hours Half Day	\$25.00	\$23.50
Anything two hour or less 2 Hour Minimum	\$12.00	\$11.00

Please note that school age before and after school rates and split-shifts follow the above rate schedule and are charged separately unless otherwise discussed with Huron County Community Home Child Care office. NSF cheque charge \$35.00.

Lock Change at Request by Tenant or Locked Out:
By Locksmith Cost Recovery (anytime)
By Huron County Employees – During Regular Business Hours - \$25.00
Outside Regular Business Hours - \$30.00/Hour

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "E"
HIGHWAYS

DESCRIPTION OF SERVICE		FEES
1.	CONTRACT TENDER DOCUMENTS	Various
2.	MOVING PERMITS	
a)	Single Trip Oversize Load / Weight Permit	
	For Loads and Vehicles from 2.61 m. (8.6 ft.) to 4.99 m. (16.4 ft.) in width.	\$ 30.00 for over-dimensional loads
	For Loads and Vehicles up to 120,000 kg. G.V.W. (pre-inspection of structures may be required)	\$120.00 for overweight loads
b)	Single Trip Oversize Load / Weight Permit	
	For Loads and Vehicles 5 metres (16.4 ft.) and greater in width.	\$ 120.00 for over-dimensional loads plus refundable deposit of \$ 600.00 may apply
	For Loads and Vehicles over 120,000 kg. G.V.W. (pre-inspection of structures may be required)	\$ 600.00 for overweight loads plus refundable deposit of \$ 6000.00 may apply
c)	Annual Trip Permit	
	For Loads and Vehicles less than 5 metres in total width.	\$180.00 for the initial vehicle in a fleet with a \$15.00 fee for each additional vehicle.
3.	ENTRANCE PERMITS (new entrances or modifications to existing entrance)	
a)	Residential	\$300.00 plus refundable deposit of \$ 1200.00
b)	Commercial/Industrial	\$ 600.00 plus refundable deposit of \$ 1200.00
4.	TEMPORARY ROAD CLOSURE FOR MOTOR VEHICLE ACCIDENTS	Full Cost Recovery
5.	INFRASTRUCTURE DAMAGE	Full Cost Recovery
6.	911 SIGNS (to Lower Tier Municipalities)	
	Intersection Blades, Property Blades, Post Cap/Cross for Intersection Blades and Intersection Posts	Full Cost Recovery
8.	GENERAL ENQUIRIES AND REQUESTS FOR INFORMATION	Full Cost Recovery
9.	MOTOR VEHICLE ACCIDENT FEES	Full Cost Recovery

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "F" (Page 1 of 2)
MUSEUM AND HISTORIC GAOL ADMISSION FEES

Behind the Bars Special Events	Adult	\$10.00
	Child/Students	\$5.00
	Family (2 Adults, 4 Children)	\$30.00
Museum	Definition	Fee
Huron County Library Card Holders - FREE		
Adult – Single Site		\$6.00
Adult - Joint		\$10.00
Senior - Single Site	65 yrs.+	\$5.50
Senior - Joint		\$9.00
Student - Single Site	11 yrs. + and still in school	\$5.00
Student - Joint		\$8.00
Child - Single Site	6 - 10 yrs.	\$4.50
Child - Joint		\$6.50
Family - Single Site	2 adults, 4 children	\$20.00
Family - Joint	2 adults, 4 children	\$30.00
Preschool	5 and under	Free
Membership - Individual		\$40.00
Membership - Student/Senior		\$30.00
Membership - Family		\$60.00
Education Programme Adult – Single Site	Minimum 15 people Minimum Fee – Single site \$50. Joint Site \$75.	\$3.50
Education Programme Adult – Joint		\$5.00
Education Programme Youth – Single Site	* 14 and under HST exempt Minimum 15 participants Minimum Fee – Single site \$50. Joint Site \$75.	\$3.50
Education Programme Youth – Joint		\$5.00
Education Programme teaching staff / facilitators		Free
Education Programme accompanying volunteers assisting with the programme	One volunteer per 5 youths	Free
Refreshments		Priced to cover costs
Group Adult Discount Rate – Single Site	Pre-booked	\$3.25
Group Adult Discount Rate - Joint	During Regular Hours – minimum 15 people	\$4.75
Group Youth Discount Rate – Single Site		\$3.00
Group Youth Discount Rate - Joint	After Hours – Minimum 20 people, subject to site rental fee.	\$4.50
Group facilitator, drivers, accompanying volunteers assisting with the programme		Free
Refreshments		Priced to cover costs
Day Camps and Youth Programmes	Per Full Day	\$37. Regular Rate \$31. Member Rate
	Week Long	\$135 Regular Rate \$115 Member Rate
Virtual Programs	1 -2 Hours	\$50
Programme Supplies		Cost Recovery

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "F" (Page 2 of 2)
MUSEUM AND HISTORIC GAOL ADMISSION FEES

Huron County Museum & Historic Gaol Rental Fees		
County of Huron		
Lounge, Theatre or Boardroom		free
Outside regular Museum hours of operation		free if Museum staff participating in the meeting or function, or \$25/hour

Community Heritage Partner (providing heritage programming to the general public at no cost)		
Lounge or Theatre		free
Outside regular Museum hours of operation		free if Museum staff participating in the meeting, programme or event, or \$25/hour

Not-For-Profit Organizations		
Lounge or Theatre		\$10 / hour
Outside regular Museum hours of operation		\$35 / hour

Others		
Lounge or Theatre		\$15 / hour
Outside regular Museum hours of operation		\$40 / hour
Site Usage Production Fee Film & Photography		\$50 / hour
Site Usage After Hours Film & Rentals		\$750.
Use of Site as a photographic venue		\$50 / hour
Cancellation fees		7 days notice – no charge, 1 – 6 days – 50% Under 24 hours – full cost

Rental Services		
Coffee – during regular hours of operation and Subject to staff availability		\$10 -12 cup \$20 - 30 cup \$35 - 50 cup
Photocopies - Black and White		\$.25 / page
Colour		\$1.00 / page
Document Scanning		\$5 per page
Photographic prints		5x7 (\$10); 8x10 (\$15)
Digital Image Files		\$5 per image

The Theatre and Lounge are available to rent for activities that are compatible with operation of the Huron County Museum. Additional room rentals do not require staffing hourly charge. Rentals are normally available between 8 am and 10 pm, subject to staff availability.

Archival Services (Reading Room) and Collection Services		
By appointment and subject to staff availability for retrieval of documents. Fees may be waived upon request for Huron County Authors who provide copies of their published works, students, and museum volunteers.		
Day Pass for Reading Room		\$5.00 per person (member) \$6.00 per person (non member)
Annual Pass for Reading Room		\$25.00 person
Research Services		\$30.00 per hour (subject to staff availability)
Virtual Search (Includes 2x15 minute virtual (telephone meetings and one hour of research time.		\$30.00 per hour (subject to staff availability)
Additional time		\$7.50/15 minutes

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "G"
LIBRARY

Fines for Overdue Materials

Most items	\$.25 per day
Interlibrary Loan	\$1.00 per day
Maximum (per item)	\$10.00 for adult membership \$5.00 for children's membership

Failure to pick up ILLO Items **\$5.00**

Fee for lost ILLO Bookmark **\$2.00**

Fines

Lost or Damaged Materials	List price (as recorded in bibliographic record).
Lost or Damaged Library Card	\$2.00

Copies

Photocopies, Microfilm copies	\$.25
Computer Printouts, Black & white	\$.25
Computer Printouts, Colour	\$1.00
Colour Photocopies	\$1.00

Non-Resident Membership \$70.00 per household per year

Programs	Craft Materials (Cost Recovery)
Coffee Project	Donation - Suggested \$1.00 per cup (Cost Recovery)
USB Sticks	\$5.00 (Cost Recovery)
Room Bookings	Free (nonprofit, educational, partners) Profit/commercial \$10.00 per hour

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "H"
HOMES FOR THE AGED

Fitness Room Rental		\$25.00
Guest Suite Rental		\$30.00
Photocopies		\$ 0.25
Facsimile		\$ 1.00
NSF		\$35.00
Replacement or Duplicate:	Key	\$5.00
	FOB	\$8.00

Meals

Long Term Care Guests (Includes HST)	
Lunch – Adult	\$ 7.00
Dinner – Adult	\$ 9.00
Apartment Guests	\$10.00
Tenant additional meals	\$9.00

Personal Health Information Protection Act (PHIPA) Section 54 (10)

Record copies \$0.25 per page
50% of a reasonable estimate be paid prior to the printing

Contact the Homes Business Office for current rates for:

Apartment Rentals
Long Term Care Residency
Beauty Shop Services
Homes Van Transport Services

COUNTY OF HURON BY-LAW NO. 2020-074

SCHEDULE "I"
GIS* Product and Service Costs
*Geographic Information System

Costs do not apply to municipalities in Huron County or consultants retained by municipalities in Huron County, except for scanning and printing.

Staff costs for GIS Services (data, analysis, mapping, scanning, etc.):
\$50/hour (minimum \$50)

Large Format Scanning: \$2/sheet

AERIAL PHOTOGRAPHY (data sharing agreement is required): \$50 per 1kmx1km tile (flown in 2015) *these images come in JPEG2 or TIF format with a reference shapefile

GIS DATA COSTS (data sharing agreement is required): \$50 per 1kmx1km tile (flown in 2015) *these images come in JPEG2 or TIF format with a reference shapefile

PLOTTER PRINTING COSTS

Maps Printed on Draft Paper:

Paper Size	Cost
8.5 x 11	\$1.00
11 x 17	\$2.00
16 x 20	\$3.00
20 x 24	\$4.00
24 x 36	\$5.00
30 x 42	\$6.00
34 x 44	\$7.00
36 x 48	\$8.00
42 x 60	\$9.00
44 x 62	\$10.00

Maps Printed on Presentation Bond Paper:

Paper Size	Cost
8.5 x 11	\$3.00
11 x 17	\$6.00
16 x 20	\$9.00
20 x 24	\$12.00
24 x 36	\$15.00
30 x 42	\$18.00
34 x 44	\$21.00
36 x 48	\$24.00
42 x 60	\$27.00
44 x 62	\$30.00

Aerial Photography Printed on Draft Paper:

Paper Size	Cost
8.5 x 11	\$1.50
11 x 17	\$2.50
16 x 20	\$3.50
20 x 24	\$4.50
24 x 36	\$5.50
30 x 42	\$6.50
34 x 44	\$7.50
36 x 48	\$8.50
42 x 60	\$9.50
44 x 62	\$10.50

Aerials Printed on Presentation Bond Paper:

Paper Size	Cost
8.5 x 11	\$5.00
11 x 17	\$10.00
16 x 20	\$15.00
20 x 24	\$20.00
24 x 36	\$25.00
30 x 42	\$30.00
34 x 44	\$35.00
36 x 48	\$40.00
42 x 60	\$45.00
44 x 62	\$50.00

BY-LAW NO. 2020-074

**A BY-LAW OF THE CORPORATION OF THE COUNTY OF HURON
TO ESTABLISH USER FEES AND SERVICE CHARGES**

WHEREAS pursuant to Section 391 (a) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a municipality may pass by-laws imposing fees and charges on any class of persons for services or activities provided or done by or on behalf of it;

WHEREAS Section 391(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may pass by-laws imposing fees or charges for services or activities provided, for costs payable by it for services or activities provided or done by or on behalf of the municipality and for the use of its property including property under its control;

AND WHEREAS Section 69 (1) of the Planning Act R.S.O. 1990, c. P. 13, as amended, the Building Code Act, 1992, S.O. 1992, c. 23 as amended, and various other statutes provide a municipality with authority to impose various fees and charges;

Whereas, Section 7 of the Building Code Act, S.O. 1992, C. 23, as amended, empowers municipal Councils to pass by-laws respecting construction, demolition and change of use permits and inspections; and

Whereas, Section 7(c) of the Building Code Act, S.O. 1992, C.23, as amended, authorizes a municipality to require the payment of fees on applications and issuance of permits and prescribe the amount thereof; and

WHEREAS the Council of The Corporation of the County of Huron deems it expedient to pass a by-law establishing and requiring the payment of fees for information, services, activities and use of County property;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF HURON ENACTS AS FOLLOWS:

1. That By-law No. 2019-090 and any amendments thereto are hereby repealed in their entirety;
2. That Schedules "A – I" attached hereto form part of this By-law;
3. That except where otherwise indicated, the fees or charges as indicated in this By-law do not include applicable taxes, which will be added to the fee or charge;
4. That any portion of a fee or charge that remains unpaid beyond the date fixed for payment may incur interest at a rate of 2% per month until the balance is paid.
5. That there may be recovery of collection agency costs for any outstanding County of Huron accounts receivable in arrears that are forwarded to a collection agency.

6. That in the event any part of this By-Law, including any part of the Schedules, is determined by a Court of competent jurisdiction to be invalid or of no force and effect, it is the stated intention of Council that such invalid part of the By-Law shall be severable and that the remainder of this By-Law including the remainder of the Schedules, as applicable, shall continue to operate and to be in force and effect;
7. "Cost Recovery" means all labour, equipment, material and any related overhead costs incurred by the Corporation; and
8. That this By-law shall come into force and be in effect as of January 1, 2021.

READ a first time this 16th day of December 2020.
READ a second time this 16th day of December 2020.
READ a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk

BY-LAW NO. 2020-075

**A BY-LAW TO AUTHORIZE THE CORPORATION OF THE COUNTY OF HURON
TO DELEGATE THE AUTHORITY TO THE WARDEN AND CLERK
TO EXECUTE DOCUMENTS FOR THE RAPID HOUSING INITIATIVE PROJECT**

WHEREAS Section 5 (3) of the Municipal Act, R.S.O. 2001, provides that a municipal power, including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

WHEREAS Section 23 of the Municipal Act authorizes a municipality to delegate its powers and duties under this or any other Act to a person or body subject to the restrictions set out in the Municipal Act provided Council is of the opinion that the power being delegated is of a minor nature;

AND WHEREAS Council has deemed that certain routine administrative and legislative powers are of a minor nature, and the delegation of these powers would contribute to the efficient management of the County while still adhering to the principles of accountability and transparency;

AND WHEREAS The Council of the Corporation of the County of Huron adopted a recommendation on December 16, 2020 and supports the Rapid Housing Initiative.

NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF HURON HEREBY ENACTSTHAT:

1. The Council of the County of Huron hereby approves Allan Avis Architects Inc. as the authorized vendor to sole source the design development, construction documents, bidding and construction phase Services.
2. The Warden and Clerk are delegated the authority to execute the application to the Federal Government for the Rapid Housing Initiative and any other documents.
3. The Warden and Clerk are delegated the authority to execute the contract and any other documents with Allan Avis Architects Inc. as the sole source vendor for the Rapid Housing Initiative.
4. The Warden and Clerk are delegated the authority to execute the Contribution Agreement with the Federal Government and any other required documents for the Rapid Housing Initiative.

READ a first time this 16th day of December 2020.
READ a second time this 16th day of December 2020.
READ a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk

BY-LAW NO. 2020-076

**A BY-LAW AUTHORIZING THE EXECUTION OF AN EXTENSION
CONTRIBUTION AGREEMENT WITH THE CANADIAN RED CROSS SOCIETY AND
THE CORPORATION OF THE COUNTY OF HURON**

WHEREAS Section 9 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other *Act*;

AND WHEREAS Section 5(3) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended provides that a municipal power shall be exercised by By-law;

AND WHEREAS The Council of the Corporation of the County of Huron entered into a Disaster Response Agreement on May 30, 2018. This agreement with The Canadian Red Cross Society extends the existing terms and conditions for the time frame January 1, 2021 to December 31, 2021;

**NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF
HURON HEREBY ENACTS:**

1. That Council hereby approves the Disaster Response Extension Agreement.
2. That the agreement is attached hereto as Schedule "A" and forms part of this By-law.
3. That the Warden and the Clerk are hereby authorized to execute the Agreement.
4. That this By-law comes into effect upon the final passing thereof.

Read a first time this 16th day of December 2020.
Read a second time this 16th day of December 2020.
Read a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk

BY-LAW NO. 2020-077

**A BY-LAW AUTHORIZING AN AGREEMENT BETWEEN
THE CORPORATION OF THE COUNTY OF HURON AND
THE MUNICIPALITY OF HURON EAST**

WHEREAS Section 9 of the *Municipal Act, 2001 S.O. 2001, c.25*, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS the *Municipal Act, 2001 S.O. 2001, c.25*, as amended, provides that a municipal power shall be exercised by By-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient for The Corporation of the County of Huron to enter into a Lease Agreement with Municipality of Huron East for the shared use of specified amenities at 51 CN Road, Brussels, Ontario for Huron County Paramedic Services;

NOW THEREFORE the Council of the Corporation of the County of Huron enacts as follows:

1. THAT the County of Huron approves the lease agreement attached as Schedule "A" and forming part of this By-law.
2. THAT the Warden and the Clerk are hereby authorized to execute the lease agreement and attached hereto and affix the Corporate Seal thereto.
3. THAT this By-law comes into effect upon the final passing thereof.

Read a first time this 16th day of December 2020.

Read a second time this 16th day of December 2020.

Read a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk

Lease Agreement

This lease agreement shall evidence the complete terms and conditions under which the parties whose signatures appear below have agreed.

The Municipality of Huron East shall be referred to as the "Lessor" and the County of Huron shall be referred to as the "Lessee". As consideration for this Full Gross Lease agreement, the Lessor agrees to lease the Lessee and the Lessee agrees to lease from the Lessor for the use solely as a Paramedic Services Post, a shared portion of the premises known as the Brussels Fire Hall located at 51 CN Road, Brussels, Ontario.

1. **Use and Location:** The County of Huron Emergency Services shall be permitted the shared use of the meeting room, kitchen and washroom facilities for uses solely as a Paramedic Services Post subject to the following limitations:
 - i) Huron County EMS staff will vacate the premises, if requested by the Brussels Station Chief for any in-station meetings or training by the Brussels Fire Station.
2. **Terms:** The Lessee agrees to pay in advance \$300.00 per month on or before the first (1st) day of each month. The agreement shall commence on 01 October 2020 and continue until it is terminated by either party with 60 days written notice or modified under the terms of Clause 10.
3. **Annual Rent:** Payments will be twelve (12) equal payments made by cheque made payable to "Treasurer, Municipality of Huron East".
4. **Utilities:** Lessor shall arrange and pay for all utilities, cleaning and paper products for the term of this lease agreement, including, but not limited to, electricity, gas, water, and sewer. Telephone and any internet connections required by the Lessee will be the responsibility of the Lessee.
5. **Delivery, Acceptance and Surrender of Premises:** The Lessee shall surrender the premises at the termination of this lease agreement in the same condition as when the lessee took possession, allowing for reasonable use and wear, and damage by acts of God, including fire and storms.
6. **Partial destruction of Premises:** Partial destruction of the premises shall not render this lease agreement void or voidable, nor terminate it except as specifically provided in this lease agreement. If the premises are partially destroyed during the term of this lease agreement, the Lessor shall repair them when such repairs can be made in conformity with governmental laws and regulations. The lease payments will be reduced proportionately to the extent the repair operations interfere with the business conducted on the premises by the Lessee. If the repairs cannot be made within a reasonable time or if the Lessor does not elect to make the repairs within a reasonable time, the Lessee shall have the option of terminating the agreement, in writing, without a notice period.
7. **Insurance Premiums:** The Lessee shall have in place at its expense, at all times, sufficient insurance for the Lessee's contents and the Lessee's legal liabilities. Such coverage shall be adequate to protect against liability for damage claims through public use of or arising out of accidents occurring in the Lessee's portion of the premises.

The Lessor shall have in place at its expense, at all times, sufficient liability insurance for the remainder of the premises. Such coverage shall be adequate to protect against liability arising from damage claims through public use of or arising out of accidents in or around the non-Lessee's portion of the premises.

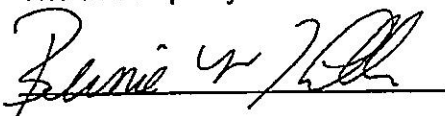
8. **Snow Removal:** The Lessor agrees to ensure snow removal is performed at its own expense as soon as reasonably practical so that access/egress is possible at all times.
9. **Governing Law:** It is agreed that this lease agreement shall be governed by, constructed, and enforced in accordance with the laws of the Province of Ontario. It is further agreed that should one of the clauses in this lease agreement be void under the law, the remainder of the lease agreement remains in force.
10. **Entire Agreement:** This lease agreement shall constitute the entire agreement between the parties. Any prior understanding or representation of any kind preceding the date of this lease agreement shall not be binding upon either party except to the extent incorporated in this lease agreement.
11. **Modification of Agreement:** Any modification of this lease agreement or additional obligation assumed by either party in connection with this agreement shall be binding only evidenced in written form and signed by an authorized representative of each party.
12. **Notices:** All notices, demands, or other writings that this lease agreement requires to be given, or which may be given, by either party to the other, shall be deemed to have been fully given when made in writing and deposited in Canada Post mail, registered and postage prepaid, and addressed as follows:
- To Lessor: The Municipality of Huron East
Huron East CAO/Clerk
72 Main Street South
Seaforth, ON N0K 1W0
- To Lessee: The Corporation of the County of Huron
County Clerk
One Courthouse Square
Goderich, ON N7A 1M2
13. **Time of Essence:** It is specifically declared and agreed that time is of the essence of this lease agreement.

In witness, each party to this lease agreement has cause it to be executed on the date indicated below.

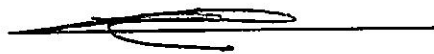
Signed the _____ day of _____, 2020 at Goderich, Ontario.

Lessor:

The Municipality of Huron East



Mayor Bernie MacLellan



CAO/Clerk Brad Knight

Lessee:

The Corporation of the County of Huron



Warden Glen McNeil



Clerk Susan Cronin

BY-LAW NO. 2020-078

**A BY-LAW TO AUTHORIZE THE CORPORATION OF THE COUNTY OF HURON TO
DELEGATE THE AUTHORITY TO ENTER INTO AN AGREEMENT WITH
FRANK COWAN COMPANY FOR GENERAL INSURANCE AND RISK MANAGEMENT**

WHEREAS Section 5 (3) of the Municipal Act, R.S.O. 2001, provides that a municipal power, including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

WHEREAS Section 23 of the Municipal Act authorizes a municipality to delegate its powers and duties under this or any other Act to a person or body subject to the restrictions set out in the Municipal Act provided Council is of the opinion that the power being delegated is of a minor nature;

AND WHEREAS Council has deemed that certain routine administrative and legislative powers are of a minor nature, and the delegation of these powers would contribute to the efficient management of the County while still adhering to the principles of accountability and transparency;

WHEREAS The Corporation of the County of Huron agrees to enter into an agreement with Frank Cowan Company for General Insurance and Risk Management Services for the term of January 1, 2021 to January 1, 2022;

NOW, THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF HURON HEREBY ENACTS:

1. That the Council of the County of Huron hereby approves entering into an agreement with Frank Cowan Company for General Insurance and Risk Management Services for the term of January 1, 2021 to January 1, 2022.
2. That the Director of Corporate Services/Treasurer is delegated the authority to execute the agreement with Frank Cowan Company for General Insurance and Risk Management Services for the term of January 1, 2021 to January 1, 2022 and any other documents.
3. The agreement is attached hereto as Schedule "A" and forms part of this By-law and is effective upon signing.

READ a first time this 16th day of December 2020.
READ a second time this 16th day of December 2020.
READ a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk

CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of Council

FROM: Clerk's Office

DATE: 12/16/2020

SUBJECT: RECOMMENDED MOTION:

THAT:

By-Law No. 2020-079, being a By-law of the Corporation of the County of Huron to confirm the proceedings of the Council of the Corporation of the County of Huron, be introduced, be given a first, second and third reading in accordance with Part 14 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-079, as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

RECOMMENDATION:

BACKGROUND:

COMMENTS:

OTHERS CONSULTED:

INFORMATION TECHNOLOGY IMPACTS:

FINANCIAL IMPACTS:

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

Description	Type	Upload Date	File Name
▣ By-law 2020-079	By-law	12/9/2020	By-law_2020-079_Confirmatory.pdf

BY-LAW NO. 2020-079

**A BY-LAW OF THE CORPORATION OF THE COUNTY OF HURON
TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF
THE CORPORATION OF THE COUNTY OF HURON**

WHEREAS by *Section 5(1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended*, the powers of a municipality shall be exercised by its Council;

AND WHEREAS by *Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, as amended*, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 9, shall be exercised by By-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the County of Huron be confirmed and adopted by By-law;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF HURON ENACTS AS FOLLOWS:

1. The actions of the Council of the Corporation of the County of Huron at its meetings held November 25, 2020 and December 2, 2020; in respect of each resolution passed and other action taken by the Council of the Corporation of the County of Huron at this meeting and approved motions for agenda item 8.1 Rapid Housing Initiative, agenda item 8.2 Disaster Response Agreement with the Canadian Red Cross Society - Extension, agenda item 13.2 General Insurance and Risk Management Services for the Term January 1, 2021 to January 1, 2022, and agenda item 13.4 Update #2 to User Fees and Service Charges, are hereby adopted and confirmed as if all such proceedings were expressly embodied in this By-law;
2. The Warden and proper officials of the Corporation of the County of Huron are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the County of Huron referred to in the preceding section hereof;
3. The Warden and County Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the County of Huron.

READ a first time this 16th day of December 2020.

READ a second time this 16th day of December 2020.

READ a third time this 16th day of December 2020.

Glen McNeil, Warden

Susan Cronin, County Clerk